

Exhibit P

Part 1

EXHIBIT 47

EXHIBIT FILED UNDER SEAL

UBER_JCCP_MDL_003040649-UBER_JCCP_MDL_003041452

ACP

Women Preferences | Product internal

Uber

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Context

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UBER_JCCP_MDL_003040650

Project goal

We aim to create an equitable and safe experience for women and non-binary riders, by giving them the option to match with women or non-binary drivers.



Women/Nonbinary Driver Preference

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Where are we in the process?

Project Timeline



Preliminary research

In Q1 we conducted **6 research studies** in [Australia](#) and [Brazil](#), US and Canada that revealed a positive sentiment towards the same gender preference feature. And partnered with market insights to get initial signal on [Lyft](#)'s similar offering: [Women+ Connect](#).



CP1

We aligned with leadership on the opportunity during [Checkpoint 1](#) and have started defining product requirements. In preparation for ELT review, we ran an addition 6 separate surveys among Uber and Lyft users to evaluate pervasiveness of use cases and gauge market readiness.



ELT Alignment

On Jun 20, we reviewed the [product proposal](#) with Dara and ELT, and they gave us the green light to launch the pilot for both drivers and riders.



Design exploration

Design iteration & alignment

Where are we in the process?

Project Timeline

Onboarding UXR

We conducted 2 rounds of Onboarding UXR during the week of Aug 9 and Aug 22

CP2

On Sept 6, we reviewed some early design explorations

CP3 - Rider Booking

On Sept 19 & 23, we reviewed the latest [Booking experience](#) and aligned with our cross-functional partners

CP2 - Rider Onboarding

On Sept 27, based on UXR insights, we iterated our [Onboarding design](#) to ensure that riders understand who has access to the product

Where are we in the process?

Project Timeline



DLT

On Oct 22, we reviewed the design solutions with cross-functional teams



CP3 - Onboarding

On Oct, Design refinements



Onboarding UXR

In the coming days, we'll launch another round of UXR to ensure our onboarding experience is intuitive and inclusive.



Pilot launch (rider experience)

Apr, 2025

Goals for the Oct 22 DLT Review

1. **Review the latest rider-side product design**
2. **Flag critical issues for the pilot launch**



Why are we doing this?

Safety remains a top concern for women riders, when alone, in unfamiliar areas, or in a compromised state



User problem

Women and nonbinary riders experience some safety concerns that can be linked encounters with men drivers, particularly at night and when in comprised states (alcohol).



Business impact

Women riders up almost 50% of Uber riders. By addressing this common source of concern we can increase first trips and repeat trip usage.




UXR insights

We've conducted 7 rider studies, including interviews to explore the need, usability tests to understand UX, and surveys 70% of woman and nonbinary riders say that this product will increase their opinion of Uber.



Our opportunity

Allowing women and nonbinary riders a safer option to take an Uber, particularly at night, will increase Uber's reputation, increase booking, and provide a necessary service for less served communities.. 

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Slide 8 Notes

Time constraints safety primary limitations.

- Fewer available hours (day during school & night) due to caretaking responsibilities
- Safety is a key barrier for new drivers and limits willingness to drive at night
- (other attempts to increase competency and comfort like Virtual companions)
- Night time perceived to be more dangerous, risky rides.
- Risk is also why many women couriers don't drive, even though women make up almost ½ of courier deliveries
- Risk in the evening is high because they fear physical abuse particularly from men,
 - Risk not just to themselves but also if they are injured they can't fulfill caretaking responsibilities.

The research program for Women Driver and Rider included 12 studies including interviews to explore the need, usability tests to understand how and when to present and surveys to test for pervasiveness of need and confidence in generalizability.

- Driver Surveys (Uber n=600, Lyft only n=600)
- Women Driver Usability Tests (US / UK/ CA / Anz) n= 24 participants
- NB Driver Usability Tests (US / UK/ CA / Anz) n= 8 participants
- Women Driver US Prototype tests (gender declarations) n = 1

Terminology

Gem

The name for the overall suite of products that enable women and non-binary **riders** to request a woman or non-binary **driver**, and vice versa

UberGem (new product vvid - Hard filter)

A new ride type in the product selector — an UberX ride with a woman or nonbinary driver **only**

Gem ride preferences (Soft preference)

Women and nonbinary **riders** can toggle on this preference to increase their chances of being matched with women and non-binary drivers **when available**, applies to any ride

Self-reported gender

A ride can select their gender identity in Account setting

Inferred gender

Riders' gender identity that is **inferred** by Uber using ML

Slide 9 Notes

Why

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Overview

Three services in one release

{UberGem}

Guaranteed* matched with women & non-binary drivers

On-demand

Reserve

Gender Preference

Preferred matching setting for all trips

Soft preference

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Slide 10 Notes






Time constraints safety primary limitations.

- Fewer available hours (day during school & night) due to caretaking responsibilities
- Safety is a key barrier for new drivers and limits willingness to drive at night
- (other attempts to increase competency and comfort like Virtual companions)
- Night time perceived to be more dangerous, risky rides.
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Target users

					
	Alex	Blaire	Carol	Devin	Noor
Real gender	Woman	Non-binary	Woman	Non-binary	Woman
	Verified	Unverified	Verified	Verified	Unverified
Inferred gender	Unknown	Woman	Woman	Man	Unknown
	Alex is at a restaurant and feels a little tipsy after having a few drinks	Blaire just walked out from a bar that just closed	Carol is in a neighborhood that she's not familiar with, and feels uncomfortable	Devin is excited to see more women and nonbinary drivers on the platform	Due to religious beliefs, Noor can't ride with a man

Onboarding design challenges:

- 01 Eligibility form required (Riders need to be verified and confirm their gender as woman or non-binary)
- 02 We want to introduce both account-level soft preferences and trip-level hard preferences together to highlight the value of the entire bundle
- 03 We want to prioritize trip level {UberGem} because that's our differentiator product
- 04 We believe most will prefer to turn it on all the time. However we have some marketplace concerns if everyone opted in to Soft preferences and there is an impact on wait time.

Slide 12 Notes

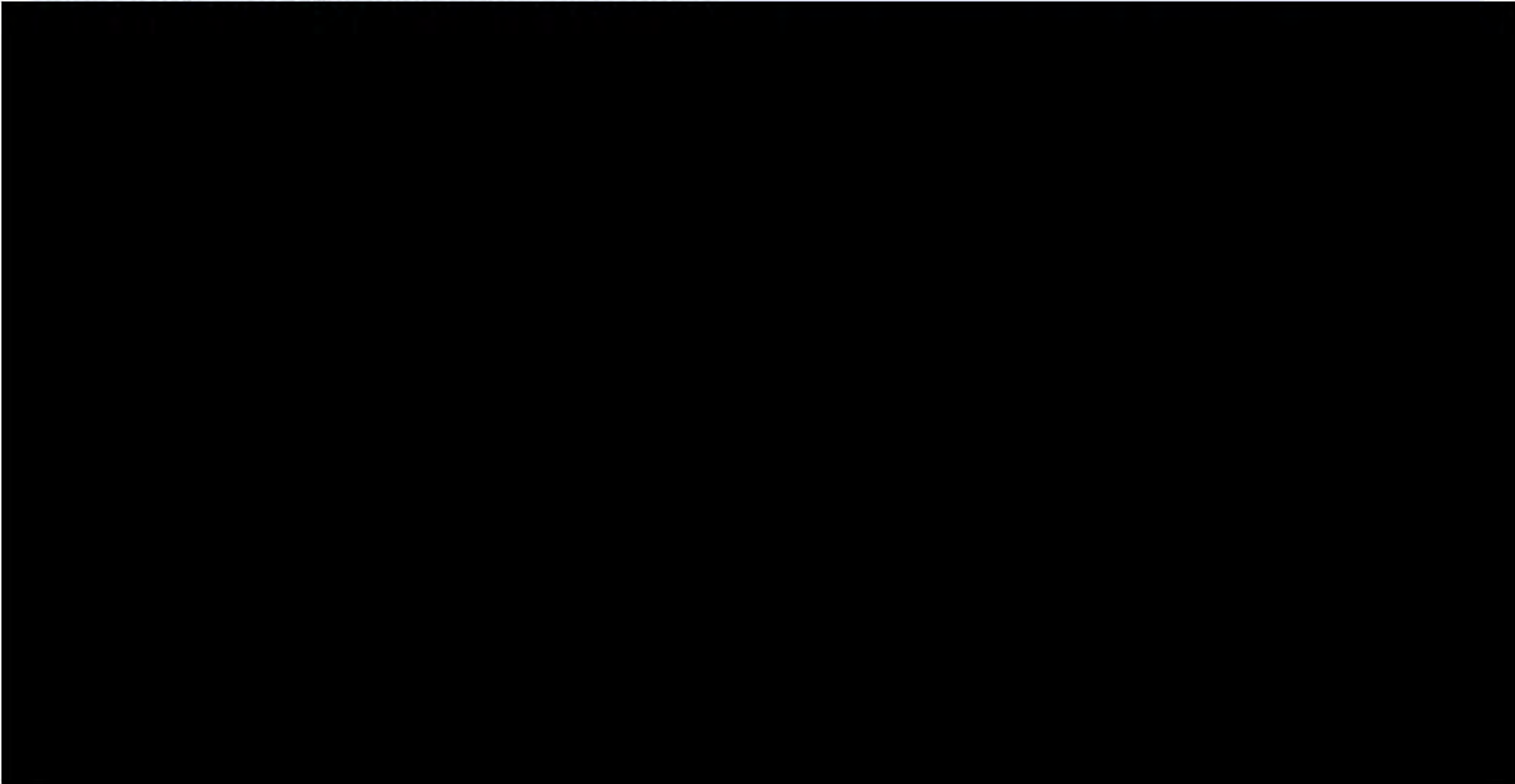
Onboarding design challenges:

- Eligibility form required (Riders need to be verified and confirm their gender as woman or non-binary)
- We want to introduce both Account level soft preference and Trip level hard preference at the same time.
- We want to prioritize Trip level hard preference because that's our differentiator product
- Turn-on soft preference the moment when riders completed and passed the eligibility form will positive Uber has a company who cares for their safety and we believe most of them will prefer to turn it on all the time. However we have some marketplace concerns if everyone opted in to Soft preferences.

Some numbers

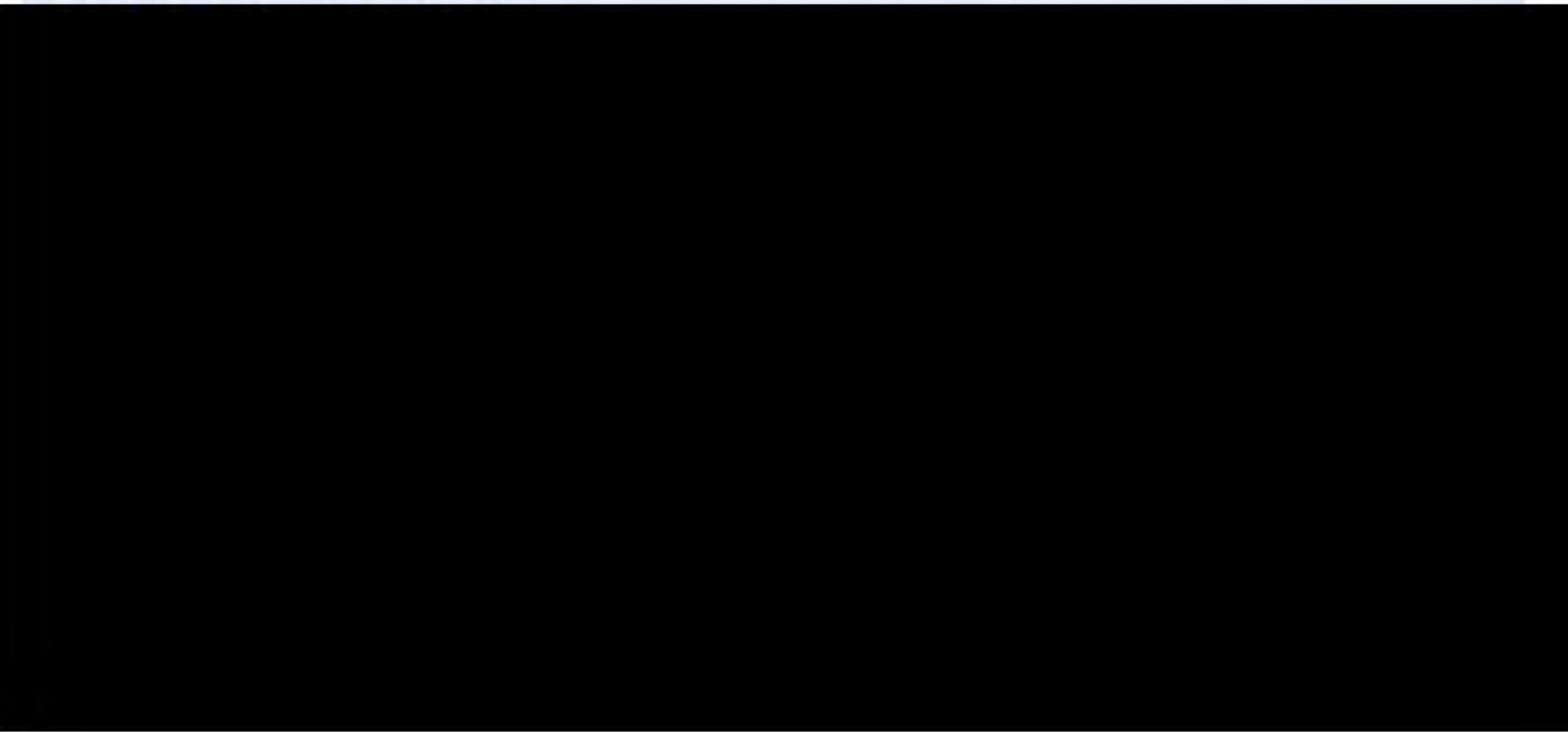
Rider Product Access

Only verified riders who are women (inferred or self-declared) or non-binary (self-declared) would get access to the product



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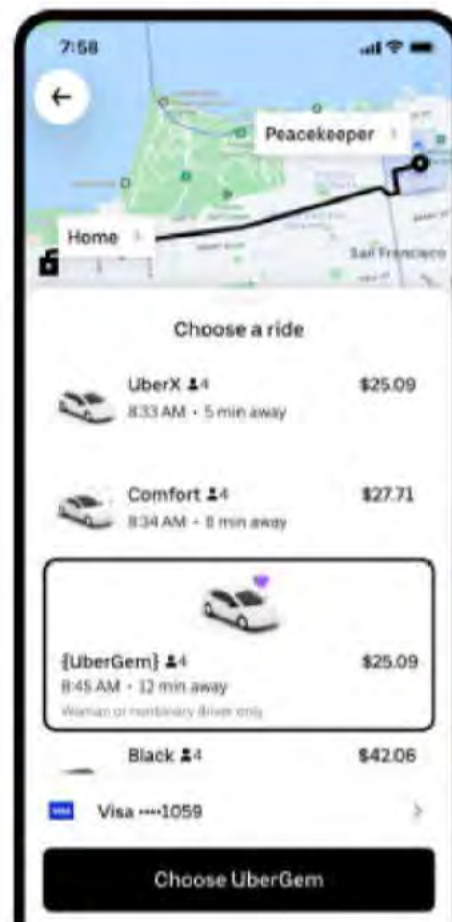


PS ranking

1st place



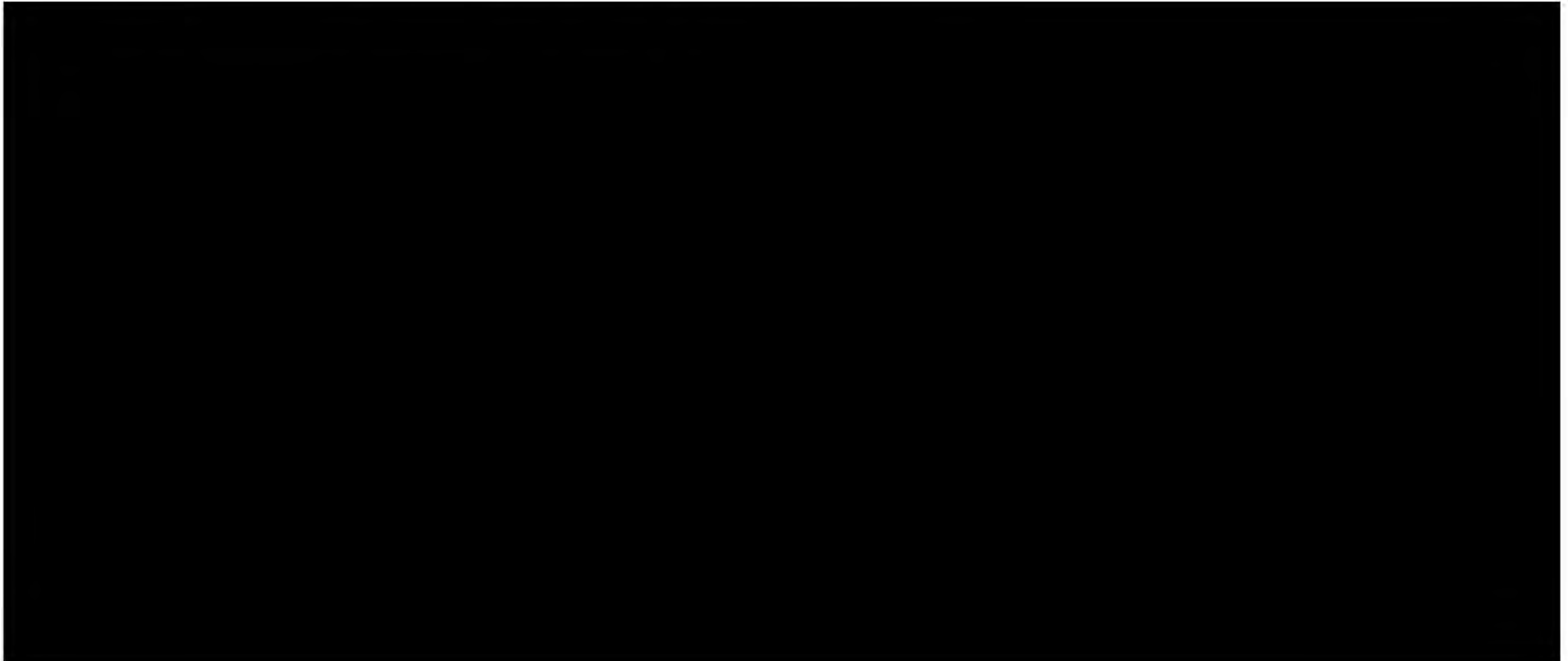
3rd place



Ranking TBD

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Gender <> Verification Distribution

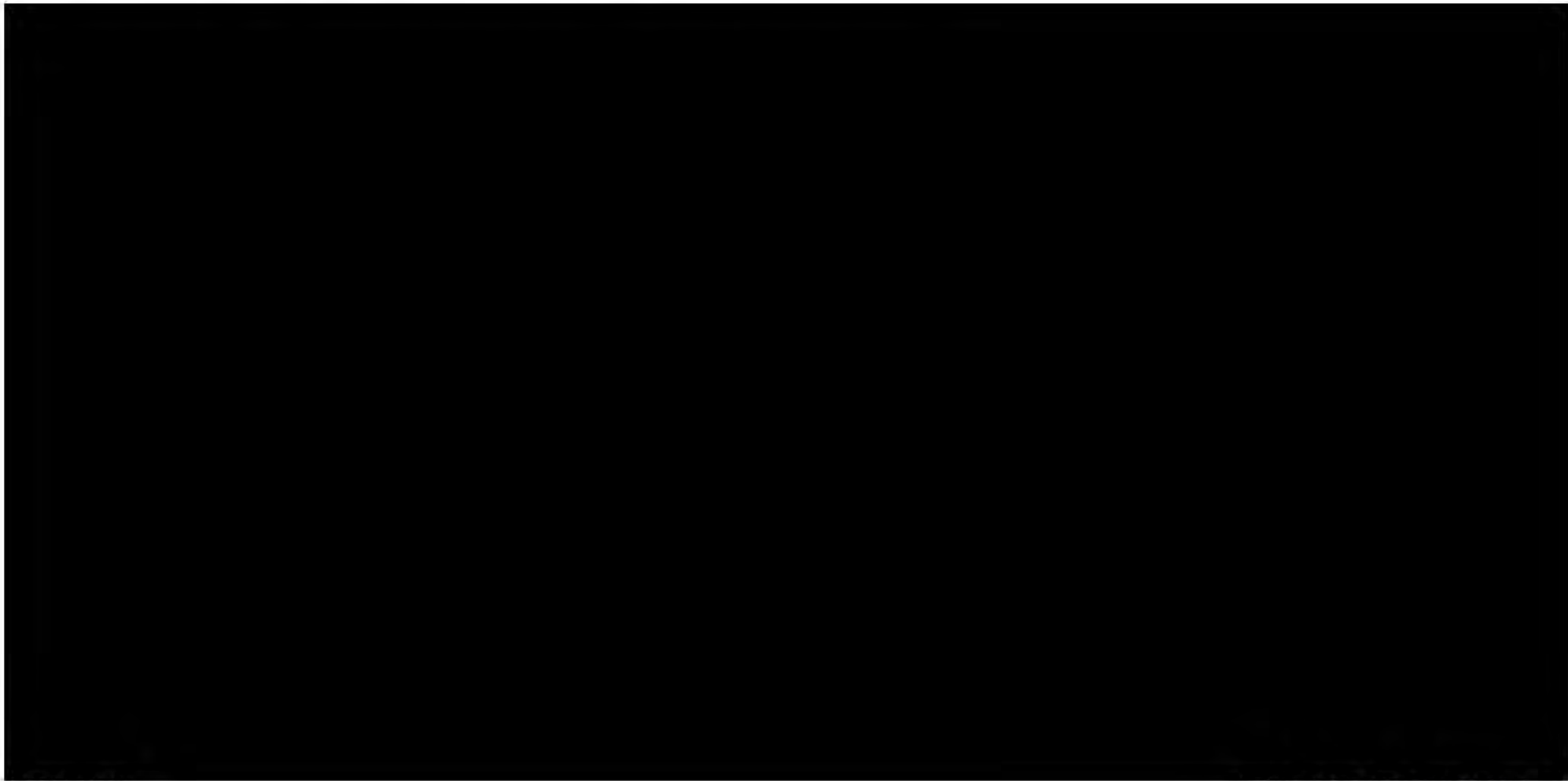


[* Pilot cities link](#)

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Gender <> Verification Distribution



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UBER_JCCP_MDL_003040670

Thanks!

Onboarding design challenges:

- 01 Eligibility form required (Riders need to be verified and confirm their gender as woman or non-binary)
- 02 We want to introduce both account-level soft preferences and trip-level hard preferences together to highlight the value of the entire program, but UXR has shown that this tends to confuse people.
- 03 We want to prioritize Trip level hard preference because that's our differentiator product
- 04 We believe most of them will prefer to turn it on all the time. However we have some marketplace concerns if everyone opted in to Soft preferences.

Slide 20 Notes

Onboarding design challenges:

- Eligibility form required (Riders need to be verified and confirm their gender as woman or non-binary)
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- Turn-on soft preference the moment when riders completed and passed the eligibility form will positive Uber has a company who cares for their safety and we believe most of them will prefer to turn it on all the time. However we have some marketplace concerns if everyone opted in to Soft preferences.

Thanks!

Design timeline for rider-facing pilot



Feedback from last meeting that we will address in this meeting

- Focus on highlighting UberGem in the onboarding flow (combining the previous program and approach)
- We added the UX for the 'UberGem' Product Selector entry point for verified women and nonbinary riders only
- Instead of having the toggle on by default, it will be off and riders have to toggle it on to opt in to the soft preference

Slide 23 Notes

Onboarding design challenges:

- Eligibility form required (Riders need to be verified and confirm their gender as woman or non-binary)
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- We want to prioritize Trip level hard preference because that's our differentiator product
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Other feedback we've acted on

- ✓ We reworded the language when introducing the soft preference so it no longer promises 'no impact on wait time'
- ✓ We consulted with designers working on the new EV preference, and added a nudge to turn on the soft preference if user tries UberGem, similar to EV pattern
- ✓ On the gender identity eligibility form, we changed the 'none of the above' option to be 'my gender isn't listed' to be more gender-affirming
- ✓ Added blue 'verified' check to reinforce rider ID verification requirement
- ✓ Eligibility form is now one step instead of two

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Slide 24 Notes

Onboarding design challenges:

- Eligibility form required (Riders need to be verified and confirm their gender as woman or non-binary)
- We want to introduce both Account level soft preference and Trip level hard preference at the same time.
- We want to prioritize Trip level hard preference because that's our differentiator product
- Turn-on soft preference the moment when riders completed and passed the eligibility form will positive Uber has a company who cares for their safety and we believe most of them will prefer to turn it on all the time. However we have some marketplace concerns if everyone opted in to Soft preferences.

Disclaimers: CP2.5

1. **Some content is still being finalized**
2. **Visuals & icon are currently TBD**
Brand team has our requests
3. **UberGem / Gem is a placeholder name for on-demand until we get final name direction from Marketing**
Date is TBD
{UberGem} is short for Uber Gender Match.

Terminology

Gem

The name for the overall suite of products that enable women and non-binary **riders** to request a woman or non-binary **driver**, and vice versa

UberGem (new product vvid - Hard filter)

A new ride type in the product selector — an UberX ride with a woman or nonbinary driver **only**

Gem ride preferences (Soft preference)

Women and nonbinary **riders** can toggle on this preference to increase their chances of being matched with women and non-binary drivers **when available**, applies to any ride

Self-reported gender

A ride can select their gender identity in Account setting

Inferred gender

Riders' gender identity that is **inferred** by Uber using ML

Slide 26 Notes

Why

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Agenda

Entry Points

Product access/onboarding

- **Verified riders**
 - **Women**
 - **Gender neutral**
 - **Men**
- **Unverified riders**
 - **Women**
 - **Gender neutral**
 - **Men**



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Relevant surfaces

Today's focus

Rider

Onboarding: varying user gender

Gender setting

WDP Preferences

Booking: On-demand

Booking: Reserve

Dispatch

Trip experience: cancel

Comms

Earner

Onboarding

Gender setting

Offer card: On-demand

Opportunity center

Services access

Comms/Education

Entry points

Onboarding flow

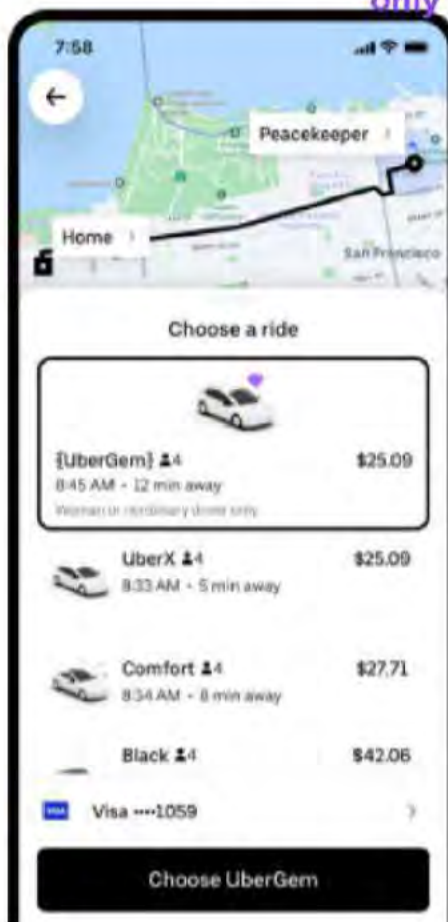
Main entry points

FTUX



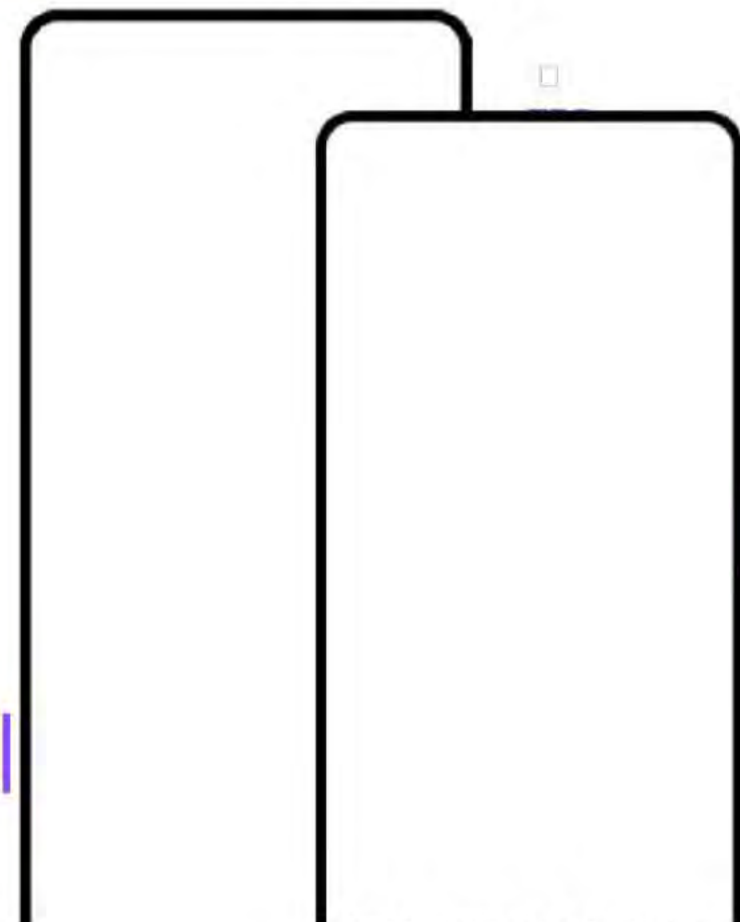
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PS



Verified women/nb riders only

Setting or ID Hub




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Onboarding flow

Verified riders

How to
read:

 ID Verified

Name
Actual gender
Inferred gender

Inferred gender - Woman; Self-reported - W/NB



Carol
Woman
Woman

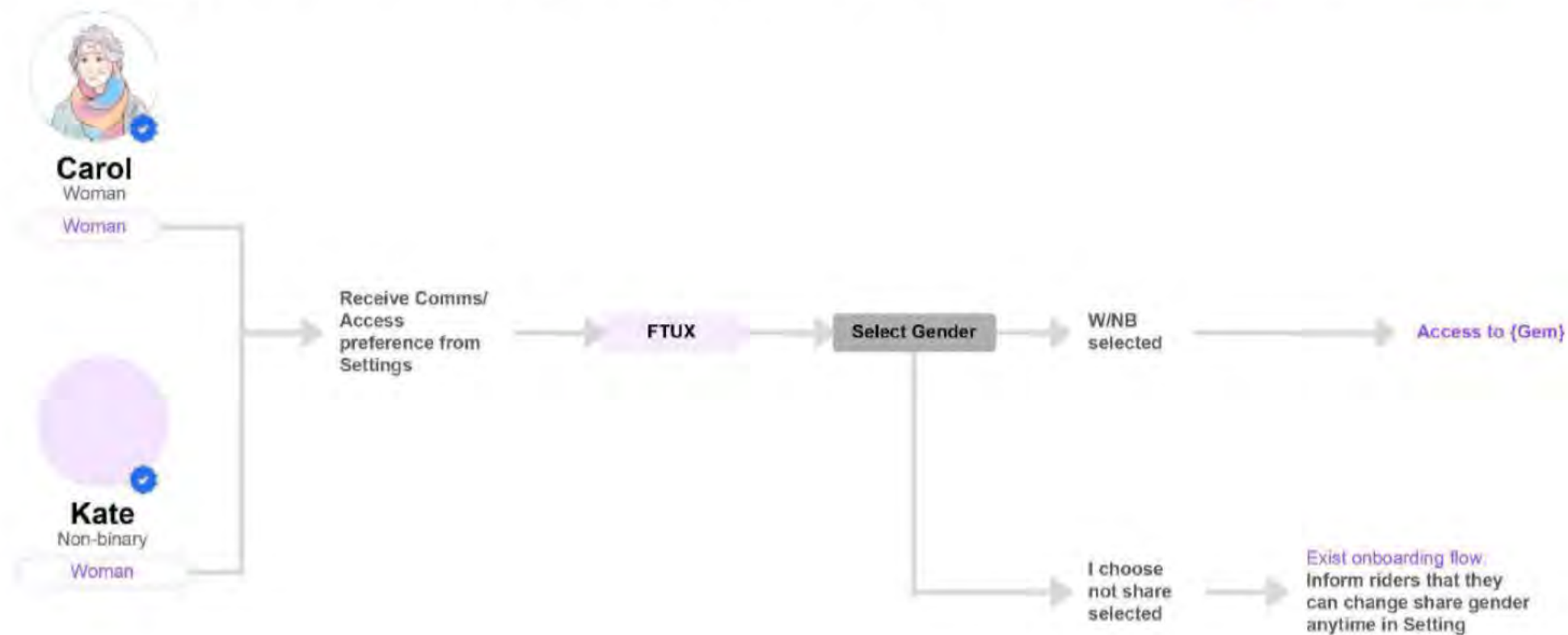


Kate
Non-binary
Woman

Inferred gender - Woman; Self-reported - W/NB

ID Verified

Inferred gender



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FTUX onboarding

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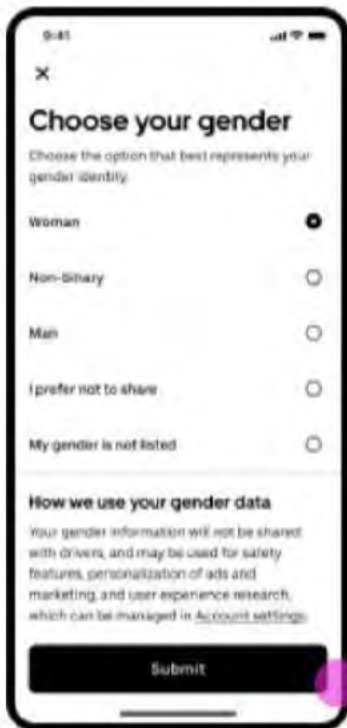
Carol's onboarding (Core flow)



Carol lands on {Gem} FTUX from a marketing email



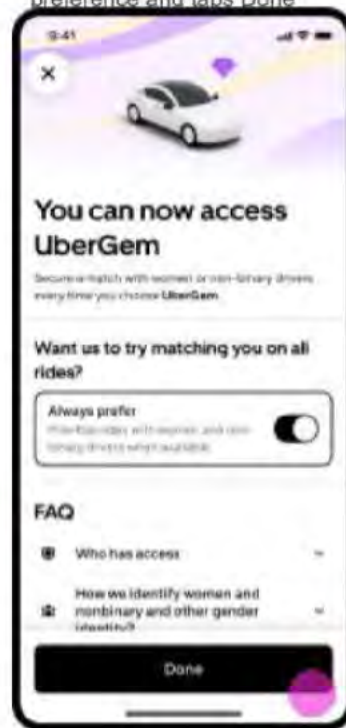
Since we inferred her gender correctly and it's pre-selected, she just taps Submit



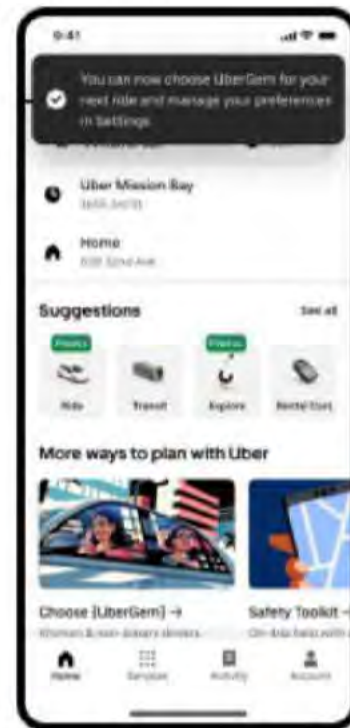
She learns about UberGem rides and the w/nb driver preference



Carol opts in to w/nb driver preference and taps Done



Carol has completed onboarding and can now book UberGem rides



FTUX
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Select gender

Access to {Gem}

UBER_JCCP_MDL_003040691

Carol's Onboarding

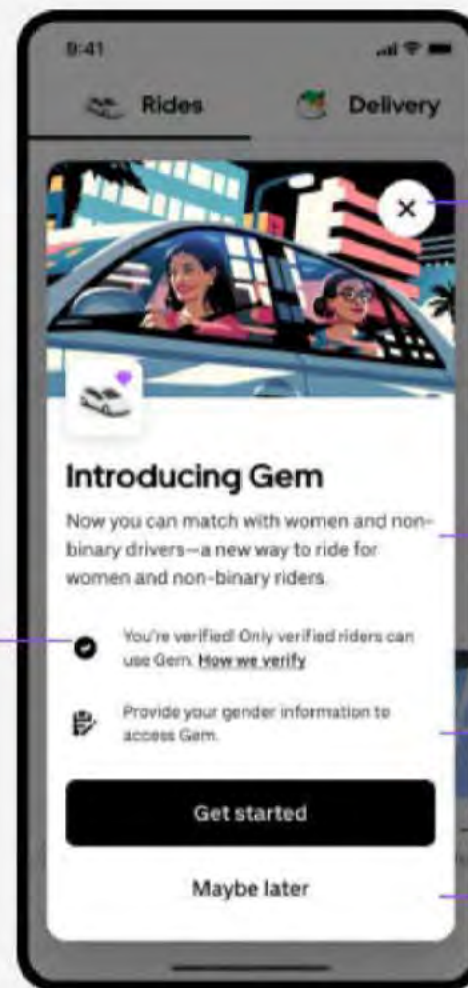
1: Intro to {Gem}

Carol lands on FTUX from comms like email/push notifications

2: Select gender

3: Gain access

Inform Carol she already meets the ID verification requirement



If Carol closes it, she can always access this info again from Settings

Carol learns that this program is designed for people like her

She is one step away from accessing the product

Carol can choose to let us remind her again

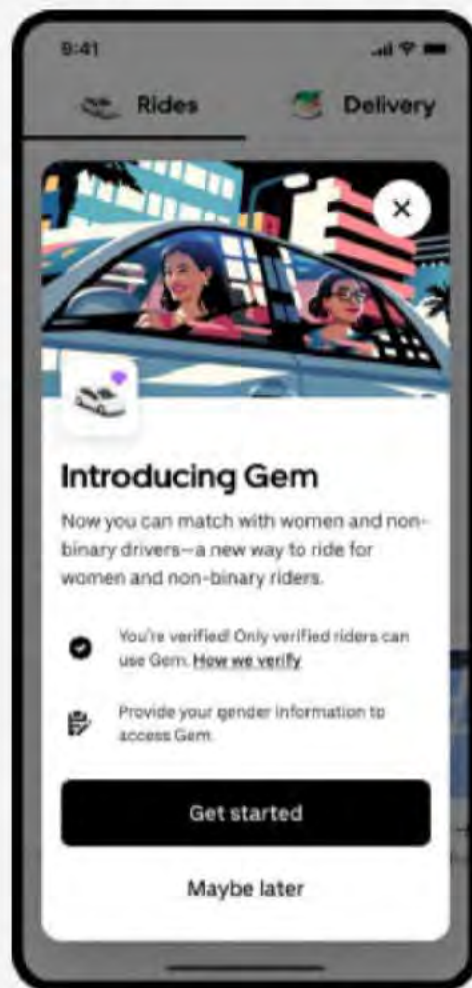
Carol's Onboarding

1: Intro to {Gem}

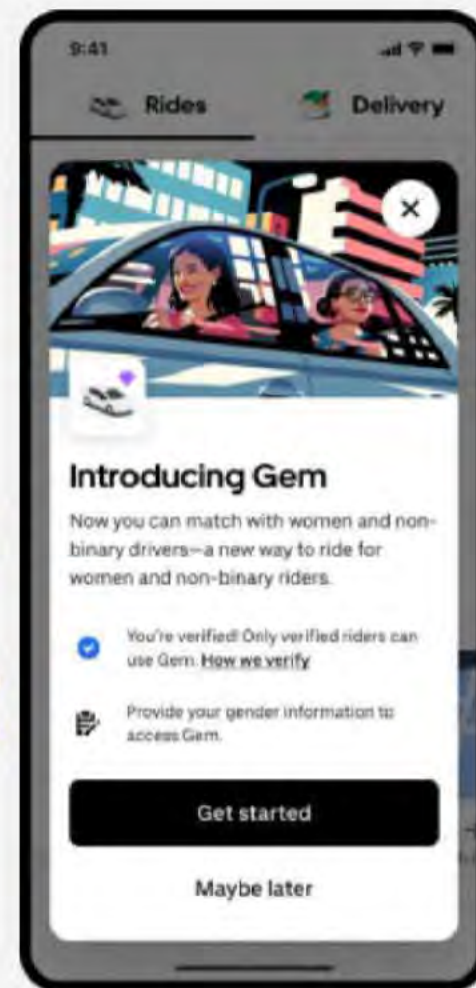
Carol lands on FTUX from comms like email/push notifications

2: Select gender**3: Gain access**

□ □ Base compliant



□ □ Making the first icon blue makes people think that's their current position in the process, which distracts them from what they should be focusing on—the second step.



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Carol's Onboarding

1: Intro to {Gem}

2: Select gender

Carol filled out the eligibility form and feels that Uber is prioritizing her safety

3: Gain access

Carol's inferred gender is pre-selected for her

9:41

×

Choose your gender

Choose the option that best represents your gender identity.

Woman ☒

Non-binary ☐

Man ☐

I prefer not to share ☐

My gender is not listed ☐

How we use your gender data

Your gender information will not be shared with drivers, and may be used for safety features, personalization of ads and marketing, and user experience research, which can be managed in [Account settings](#).

Submit

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Carol's Onboarding

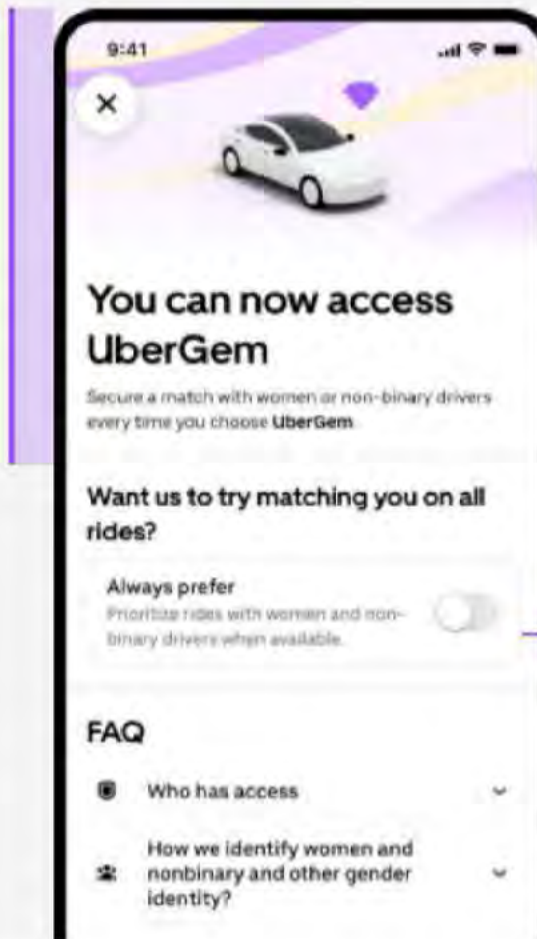
1: Intro to {Gem}

2: Select gender

3: Gain access

Carol can now book a {UberGem} ride and she can choose to let Uber always prioritize matching her with women and non-binary drivers first.

Introducing UberGem



FAQ

- Who has access
- How we identify women and nonbinary and other gender identity?
- How to manage my preferences?
- When /how to report someone who is misrepresenting themselves?
- How to report if I feel like I've been discriminated against?

Done

Carol can decide if she would like Uber to apply her preferences to all ride types

Verified women and non-binary riders only

Product selector onboarding

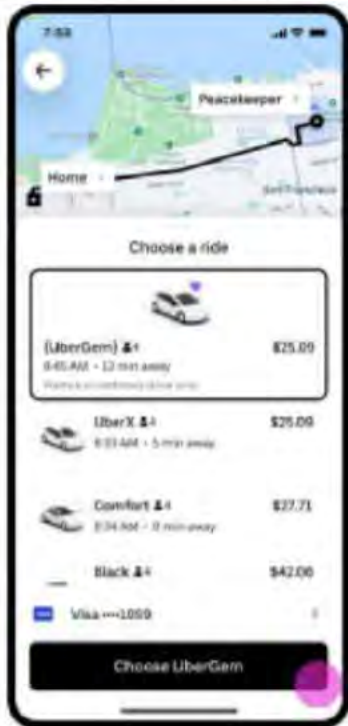
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Carol's onboarding

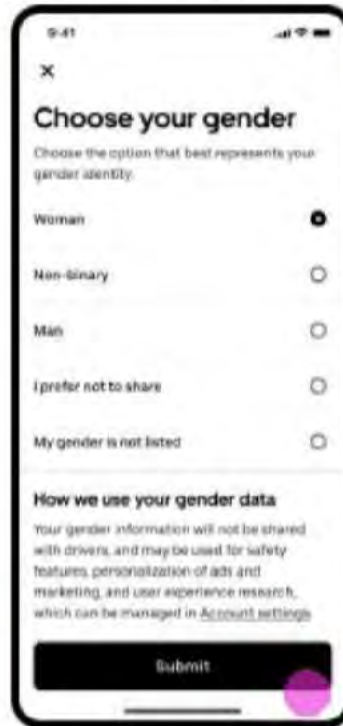
Carol is in the process of requesting a ride and sees a new ride type {UberGem}



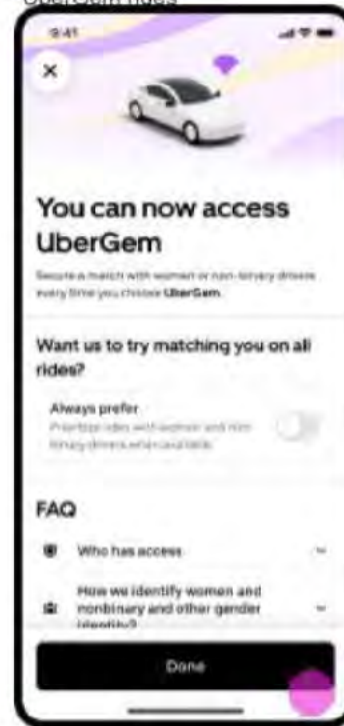
She is excited to ride with a woman or nonbinary driver, so she taps 'Choose UberGem' and sees the FTUX screen



(inferred gender pre-selected)
Carol confirms her gender



Now she has access to UberGem rides



She returns to PS and UberGem is pre-selected for her



PUDO
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FTUX

Select gender

Access to {Gem}

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Women & non-binary riders only

TBD

Setting/Account onboarding

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Carol's onboarding (Core flow)

1/2

TBD

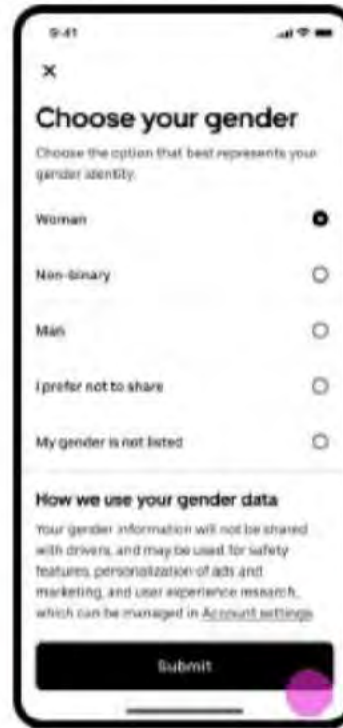
Carol discovers a new Ride preferences in Settings



She taps on it and lands on the Gem ETUX



(inferred gender pre-selected)
Carol is interested and fills out the eligibility form



Now she can book UberGem rides and opt in to the w/nb driver preference



She saves her preferences



PUDO

FTUX

Select gender

Access to {Gem}

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Carol's onboarding (Core flow)

2/2

☐ TBD

Carol receives a confirmation toast



She can change her preference anytime



Visiting app later down the line



Carol will receive UberGem promos in various channels



Preference Saved

Setting

UberGem nudge

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Women & non-binary riders only

When the rider doesn't turn on Soft Preference during onboarding

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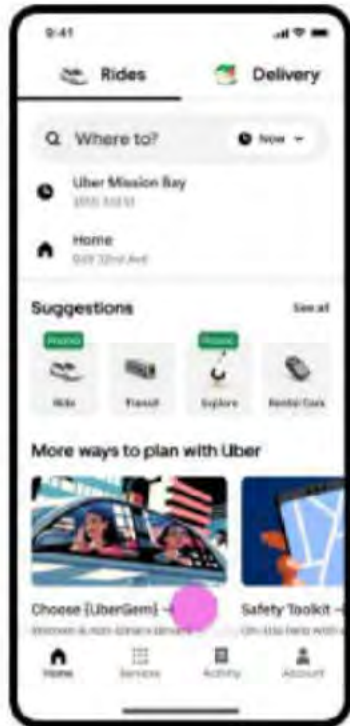
UBER_JCCP_MDL_003040701

Carol's onboarding (Ring banner at dispatch)

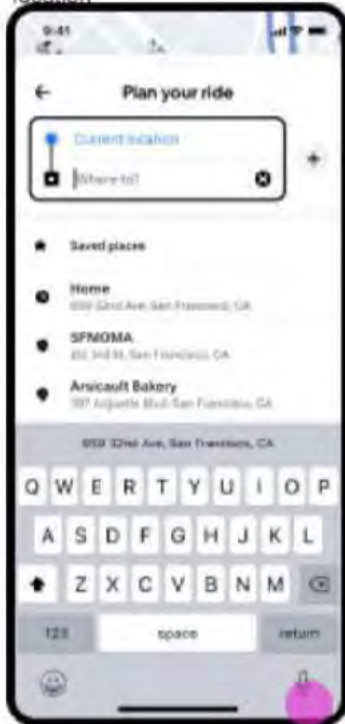
1/2

In case she didn't turn on soft preference during onboarding
 dispatch)

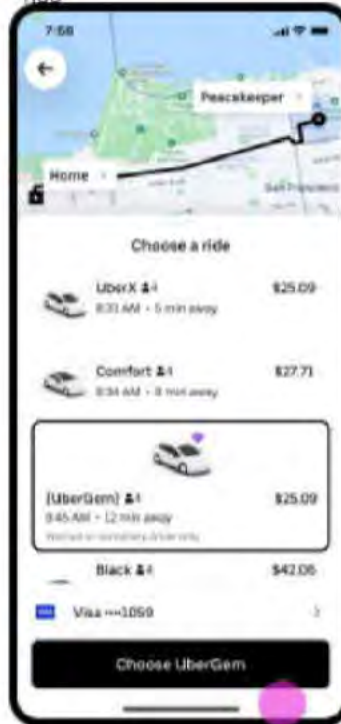
Carol arrives at the home page



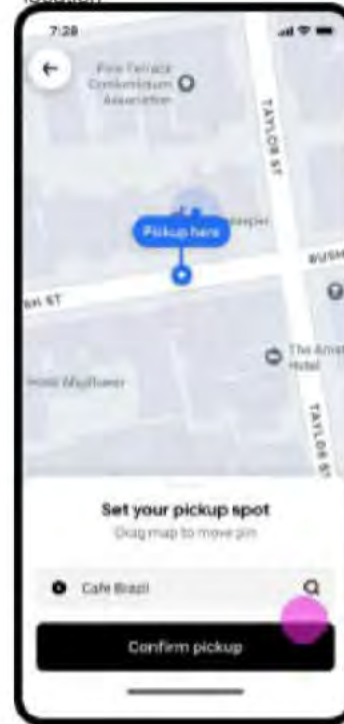
She enters her pick-up / drop-off location



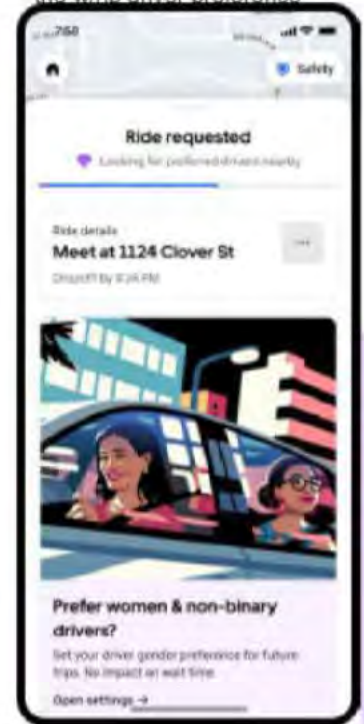
Carol requests an UberGem ride



She confirms her pick-up location



Carol sees reminders about the w/nb driver preference



Home

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Booking a ride

Dispatch

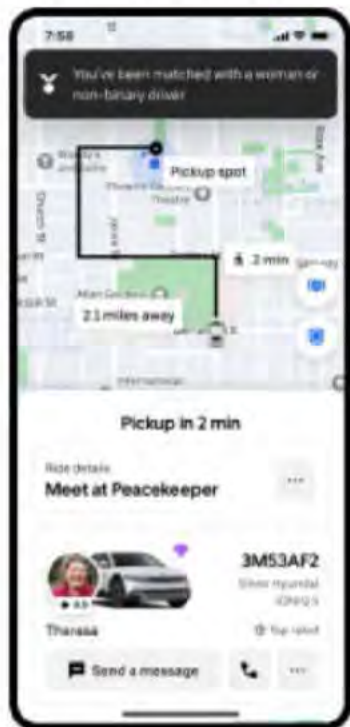
UBER_JCCP_MDL_003040702

Carol's onboarding (Ring banner on- trip)



In case she didn't turn on soft preference during onboarding

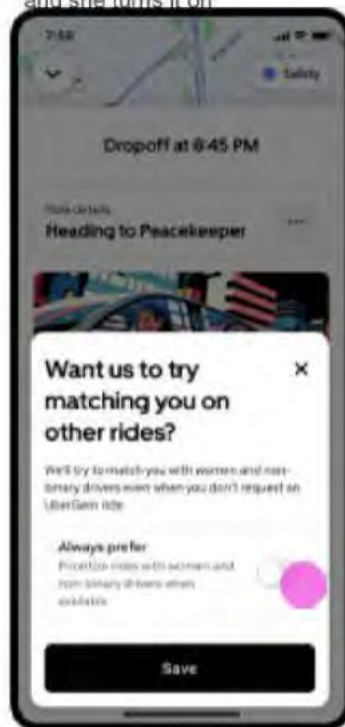
A success toast lets Carol know she's been matched



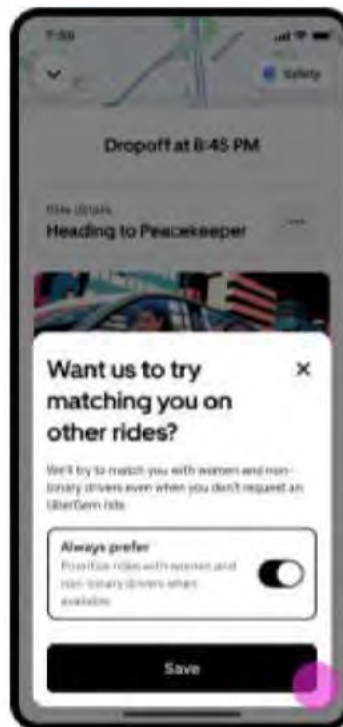
Carol taps on the Preference setting Message card



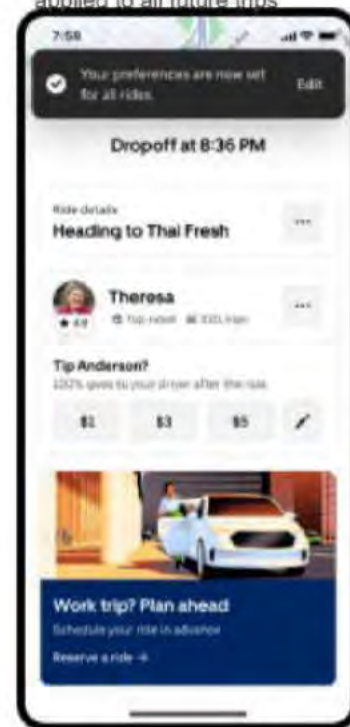
The toggle is off by default, and she turns it on



Carol saves her preference



Carol's preference will be applied to all future trips



Enroute

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Ride preference opt-in (On Trip)

UBER_JCCP_MDL_003040703

How to
read:



Name
Actual gender
Inferred gender

ID Verified

Inferred gender - Unknown; Self-reported - Null



Alex
Woman
Unknown



Alex
Man
Unknown

Inferred gender - Unknown

ID Verified

Inferred gender



Alex

Woman

Unknown

Receive Comms

FTUX

Select Gender

W/NB selected?

Confirm gender

Access to {Gem}



Alex

Man

Unknown

Receive Comms

FTUX

Select Gender

W/NB Not selected

Exit onboarding flow.
Inform riders that this feature is for w/nb riders only

Hopefully the majority of men will drop here

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Alex's onboarding (Core flow)

1/2

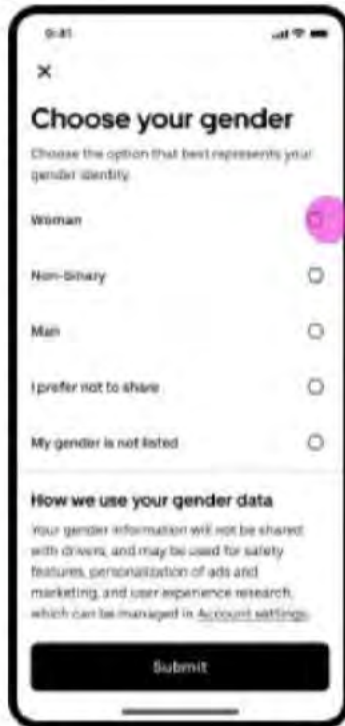
Woman
Unknown



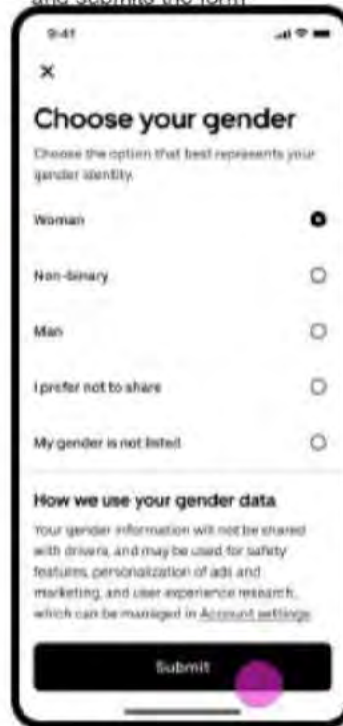
Alex lands on {Gem} FTUX from a marketing email



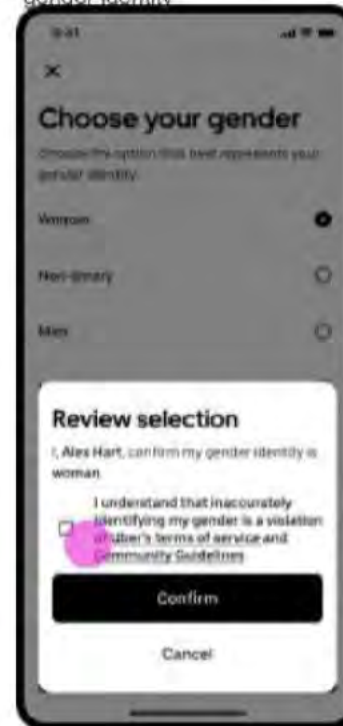
Since our gender inference is 'unknown,' nothing is pre-selected



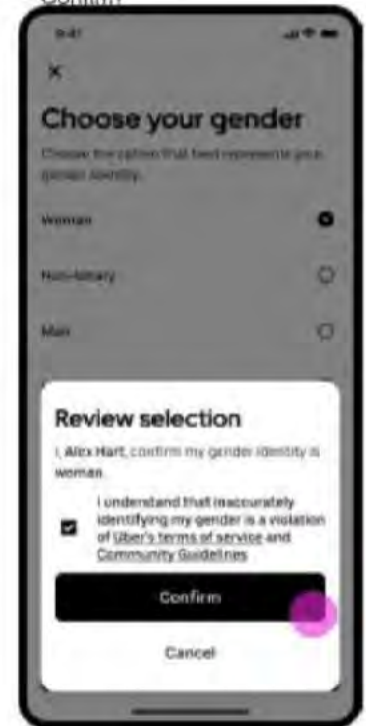
She selects her gender identity and submits the form



We ask her to confirm her gender identity



Alex checks the box and taps 'Confirm'



FTUX
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Select gender & Confirm gender

UBER_JCCP_MDL_003040706

Alex's onboarding (Core flow)

2/2

Woman
Unknown



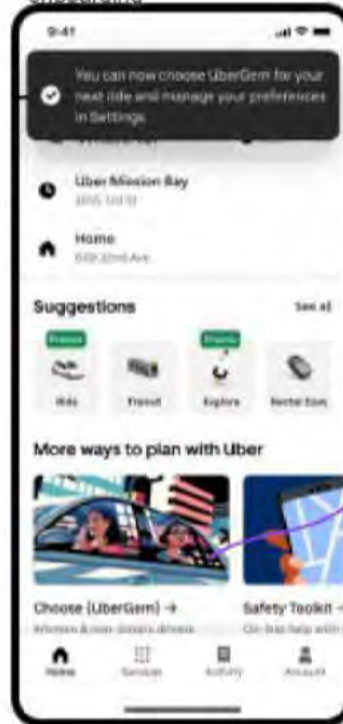
Now Alex can book UberGem rides and set her preference



She decides to opt into the w/nb driver preference



Alex has completed {Gem} onboarding



Riders like Alex will start seeing promos for {UberGem} and {w/nb driver preferences} at various moments when she interacts with the Uber app

Access to {Gem}

CONFIDENTIAL

UBER_JCCP_MDL_003040707

Alex's Onboarding

1: Intro to {Gem}

2: Select gender

3: Confirm gender

Alex needs to confirm her gender

4: Gain access

9:41

×

Choose your gender

Choose the option that best represents your gender identity:

Woman ☒

Non-binary ☐

Man ☐

I prefer not to share ☐

My gender is not listed ☐

How we use your gender data

Your gender information will not be shared with drivers, and may be used for safety features, personalization of ads and marketing, and user experience research, which can be managed in [Account settings](#).

Submit

9:41

×

Choose your gender

Choose the option that best represents your gender identity:

Woman ☒

Non-binary ☐

Man ☐

Review selection

I, Alex Hart, confirm my gender identity is woman.

☐ I understand that inaccurately identifying my gender is a violation of Uber's terms of service and [Community Guidelines](#)

Confirm

Cancel

This confirmation step is required for anyone who is not inferred as 'woman' or who didn't self-report as w/nb before the product launch

CONFIDENTIAL

UBER_JCCP_MDL_003040708

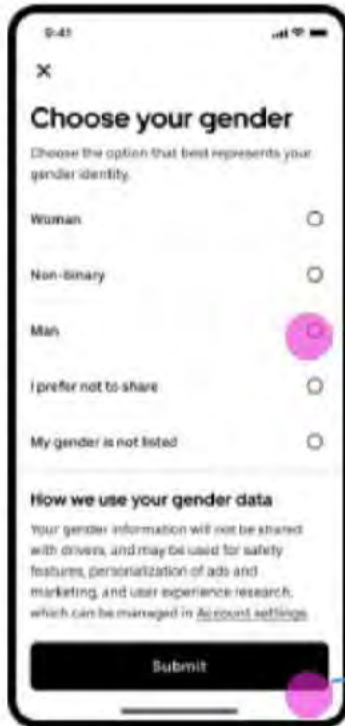
Alex's onboarding

Man
Unknown

Alex lands on {Gem} FTUX from a marketing email



He fills out the eligibility form

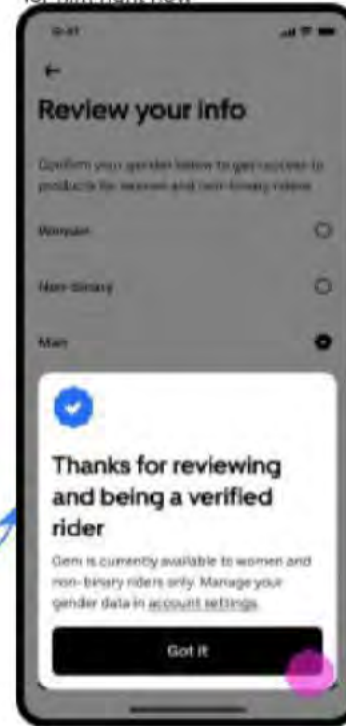


They select "Man", "I prefer not to share", or "My gender is not listed"

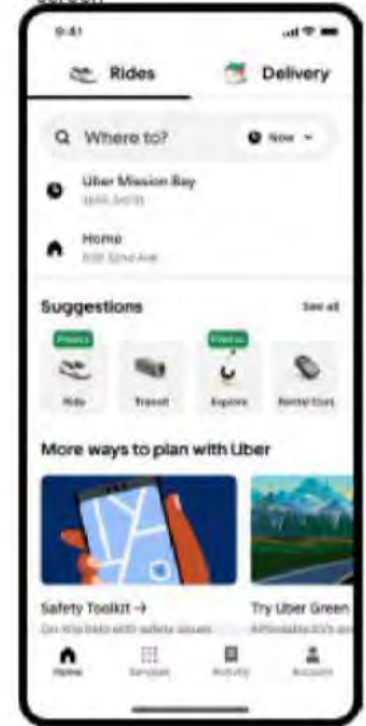
They tap submit.

They return to home and see a toast

We let him know it's not available for him right now



And he returns to the home screen



FTUX

Select gender

Return to starting point

CONFIDENTIAL

UBER_JCCP_MDL_003040709

How to
read:



ID Verified

Name

Actual gender

Inferred gender

Inferred gender - Man; Self-reported - Null



Devin

Non-binary

Man



Jake

Man

Man

Inferred gender - Man

ID Verified

Inferred gender



Devin
Non-binary

Man

Change gender
in Setting

W/NB
selected?

Confirm gender

a few
hours/days
later

Receive Comms/
Access {WDP}
from Preferences

FTUX

Select Gender

W/NB
selected?

Access to {Gem}



Jake
Man

Man

Change gender
in Setting

Man
selected?

Exist onboarding flow.
Inform riders that this
feature is for w/nb riders
only

CONFIDENTIAL

UBER_JCCP_MDL_003040711

Devin's pre-onboarding

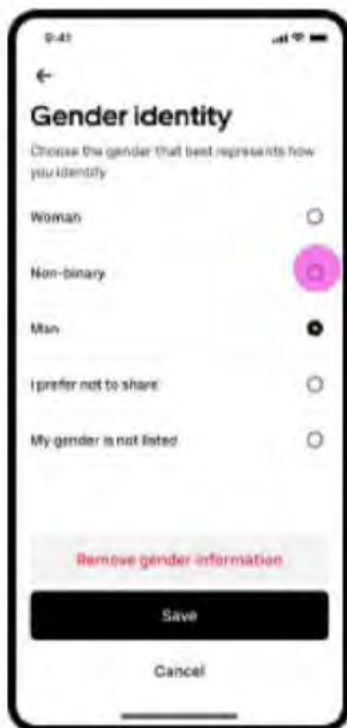
Nonbinary
Inferred: Man



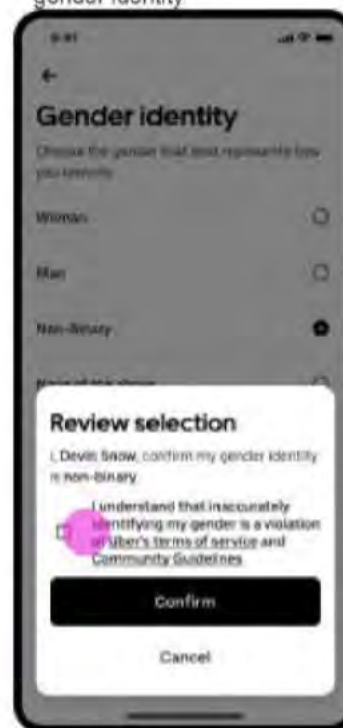
Devin can change their inferred or self-reported gender in Settings



On the Gender ID screen, they select 'non-binary'



We ask Devin to confirm their gender identity



Devin checks the box and taps 'Confirm'



FTUX
CONFIDENTIAL

Select gender & Confirm gender

UBER_JCCP_MDL_003040712

Devin's pre-onboarding

Nonbinary
Inferred: Man



Devin will now receive Comms for Gem



A few days later



Devin receives Comms about {Gem}



Gender saved

Receive Comms

CONFIDENTIAL

UBER_JCCP_MDL_003040713

02

Unverified riders

CONFIDENTIAL

UBER_JCCP_MDL_003040714

How to read:



 ID Unverified

Name
Actual gender
Inferred gender

Inferred gender - Woman; Self-reported - Null



Blaire
Non-binary
Woman



Anna
Woman
Woman

Inferred gender - Woman; Self-reported - Non-binary

ID Unverified

Inferred gender



Blaire

Non-binary

Woman



Anna

Woman

Woman

Receive Comins/
Access {WDP}
from Preferences

FTUX

Active verification

ID
approved?

Select Gender

W/NB
selected?

Access to {Gem}

CONFIDENTIAL

UBER_JCCP_MDL_003040716

Blaire's onboarding (abbreviated)

Nonbinary

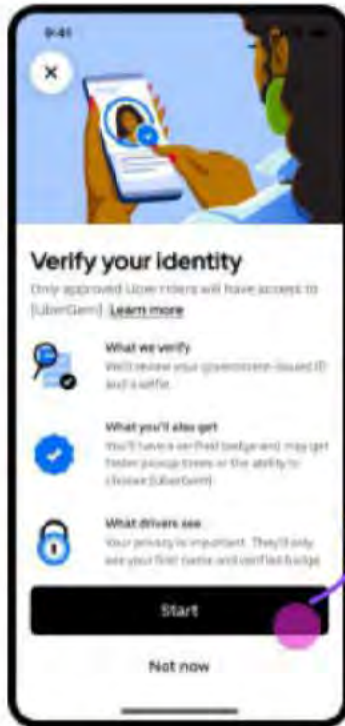
Inferred: Woman



Blaire lands on (Gem) FTUX from a marketing email

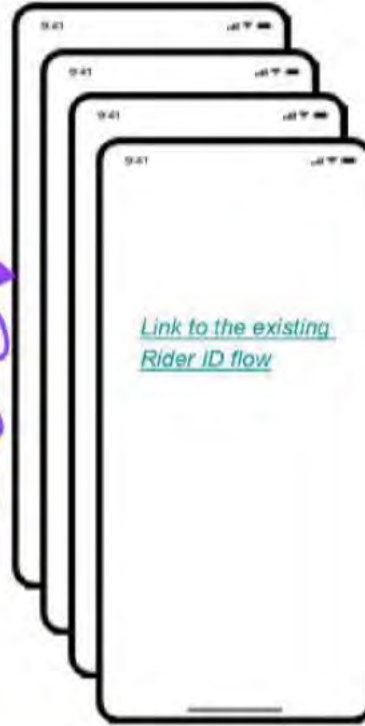


She continues and enters the Rider ID flow

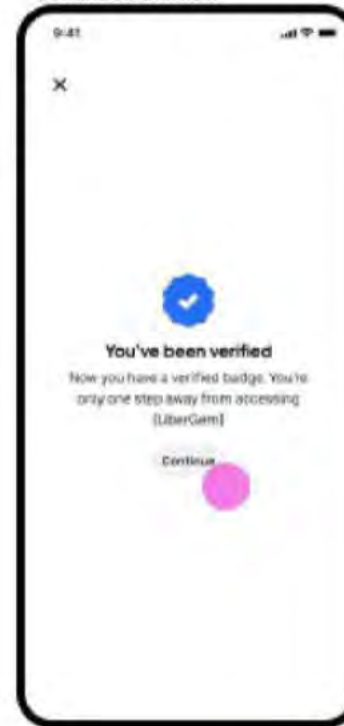


(6 steps involved)

Blaire submits her ID and completes ID verification



She's been verified and continues the flow



FTUX

CONFIDENTIAL

Rider ID

UBER_JCCP_MDL_003040717

Blaire's onboarding (abbreviated)

Nonbinary
Inferred: Woman



(inferred gender pre-selected)
Blaire fills out the eligibility form

She changes her gender to Non-binary

Now Blaire can book UberGem and can set her preference

She decides to opt in to the w/nb driver preference

Blaire has completed {Gem} onboarding

Select gender

Access to {Gem}

CONFIDENTIAL

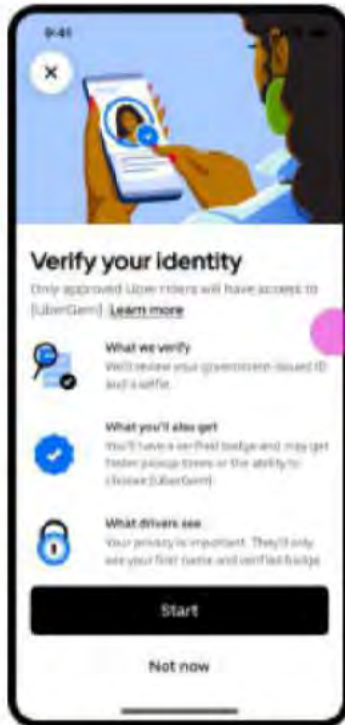
UBER_JCCP_MDL_003040718

Blaire's onboarding (full flow)

Blaire lands on (Gem) FTUX from a marketing email



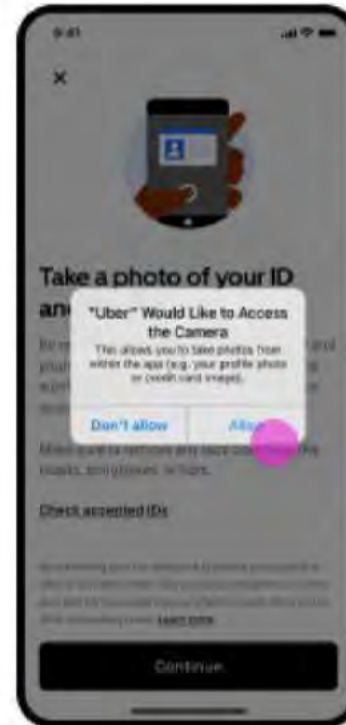
Blaire sees the FTUX for Active verification



Rider ID step 1



Rider ID step 2



Rider ID step 3



Nonbinary

Inferred: Woman



FTUX
CONFIDENTIAL

Rider ID

UBER_JCCP_MDL_003040719

Blaire's onboarding (full flow)

2/3

Nonbinary

Inferred: Woman



(inferred gender pre-selected)
She changes her gender to non-binary

Rider ID step 4



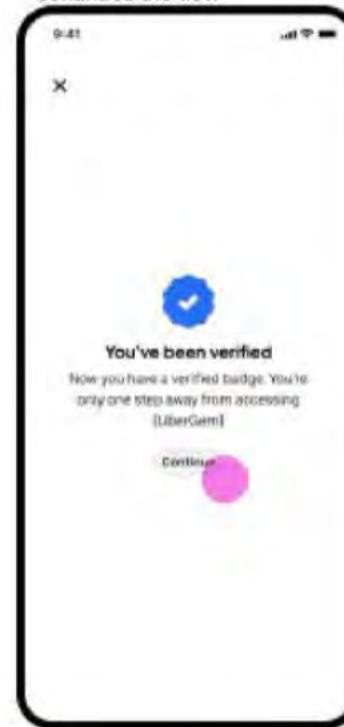
Rider ID step 5



Rider ID step 6



Blaire's been verified and continues the flow



Rider ID

Select gender

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UBER_JCCP_MDL_003040720

Blaire's onboarding (full fl 3/3 !)

Nonbinary

Inferred: Woman



Blaire submits the form

Now Blaire can book UberGem and can set her preference

She decides to opt in to the w/nb driver preference

Blaire has completed {Gem} onboarding

Select gender

Access to {Gem}

CONFIDENTIAL

UBER_JCCP_MDL_003040721

How to read:

ID Unverified

Name
Actual gender
Inferred gender

Inferred gender - Unknown



Noor
Woman
Unknown



Noor
Man
Unknown

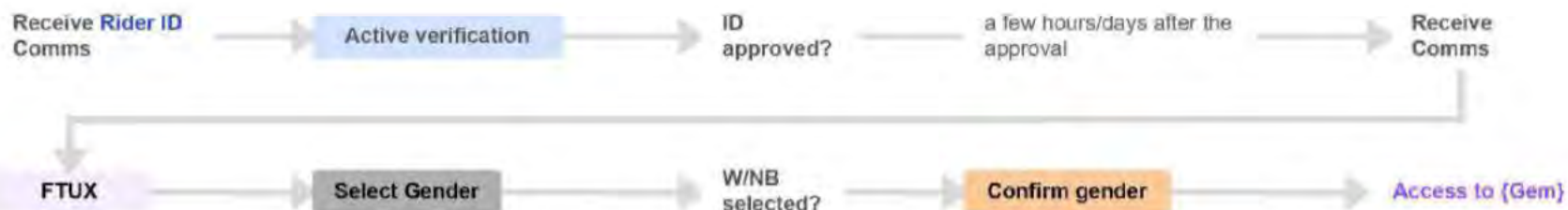
Inferred gender - Unknown

? ID Unverified

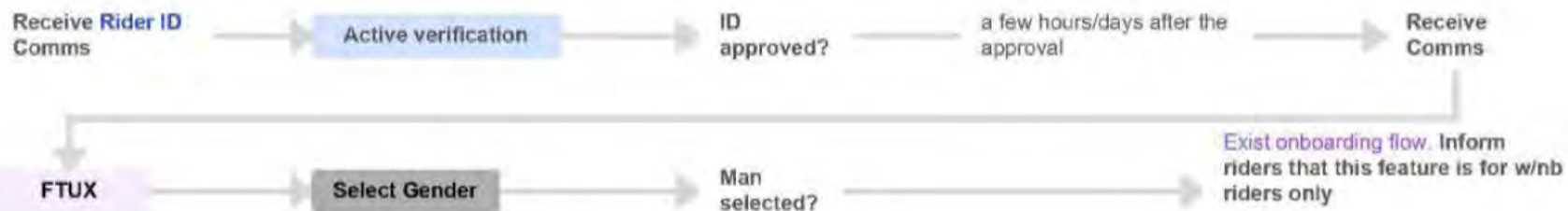
Inferred gender



Noor
Woman
Unknown



Noor
Man
Unknown

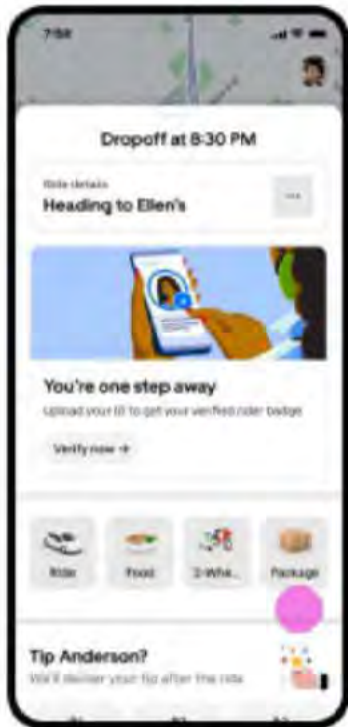


CONFIDENTIAL

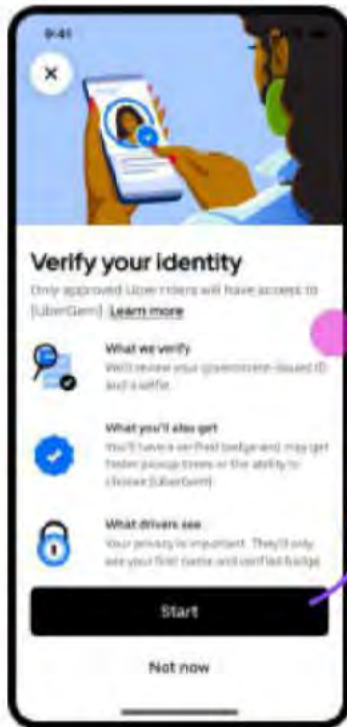
UBER_JCCP_MDL_003040723

Noor's pre-onboarding (abbreviated)

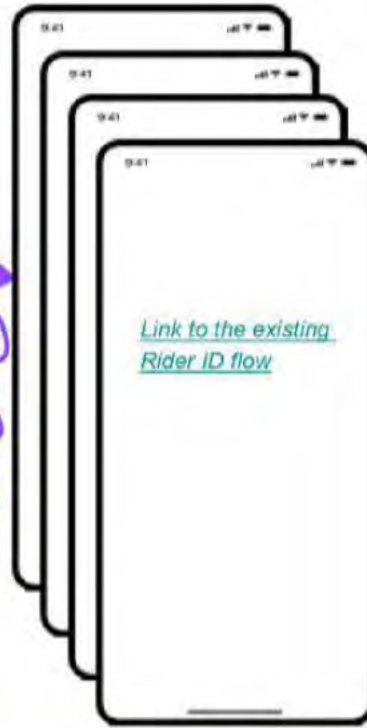
Noor will receive more Comms about Rider ID



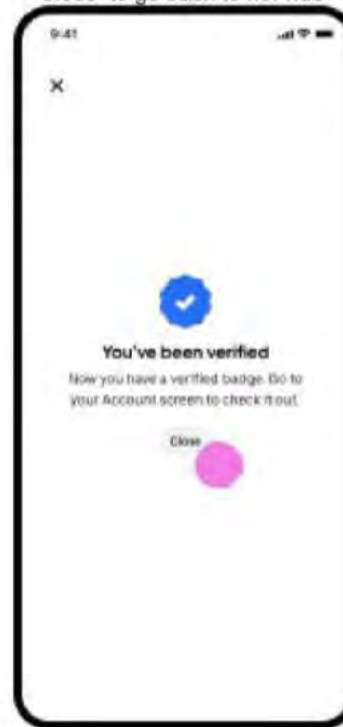
She continues and enters the Rider ID flow during a trip



(6 steps involved)
Noor submits her ID and completes ID verification



She's been verified and clicks 'Close' to go back to her ride



A few days later, Noor receives Comms about (Gem)



Woman
Unknown



OnTrip

CONFIDENTIAL

Rider ID

Receive Comms

UBER_JCCP_MDL_003040724



**How to
read:**



ID Unverified

Name

Actual gender

Inferred gender

Inferred gender - Man



Jake

Man

Man



Sam

Woman

Man

Inferred gender - Man

? ID Unverified

Inferred gender



Change gender
in Setting

Man
selected?

Inform riders that his
gender identity is updated



Change gender
in Setting

W/NB
selected?

Confirm gender

a few
hours/days
later

Receive **Rider ID**
Comms

Active verification

ID
approved?

a few hours/days after the
approval

Receive
Comms

FTUX

Select Gender

W/NB
selected?

Access to {Gem}

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UBER_JCCP_MDL_003040726

Jake's gender setting

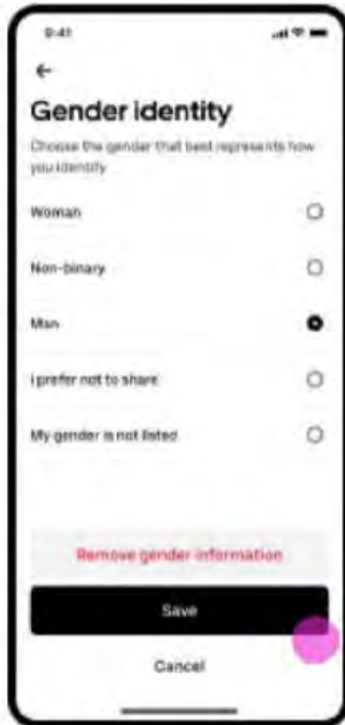
Man

Man

Jake can view their gender in Gender Identity



He reviews and save his gender identity as Man



His gender identity is saved



FTUX
CONFIDENTIAL

Select gender

UBER_JCCP_MDL_003040727

Thanks!



Rider ID flow

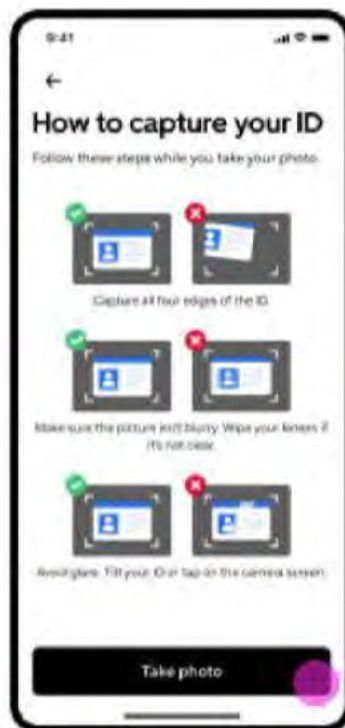
Step 1



Step 2



Step 3



Step 4



Step 5



Rider ID

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UBER_JCCP_MDL_003040729

Rider ID flow



Step 6



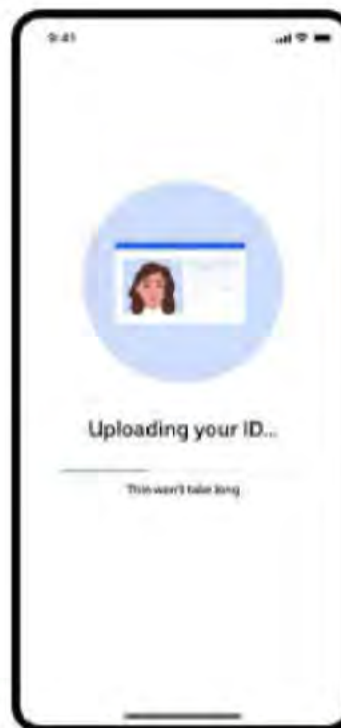
Step 7



Step 8



Step 9



Step 10



Rider ID

CONFIDENTIAL

UBER_JCCP_MDL_003040730

Carol's Onboarding

1: Intro to {UberGem}

Carol lands on F1UX from comms like email/push notifications

2: Select gender

3: Gain Access

4: Review setting



Inform Carol that she has been verified and approved



If Carol closes it, she can always access this from Setting

Carol learns that this program is designed exclusively for people like her

Carol can choose to let us remind her again

Carol's Onboarding

1: Intro to {UberGem}

2: Select gender

Carol filled out the eligibility form and feels that Uber is prioritizing her safety

3: Gain Access

4: Review setting



Carol's inferred gender is pre-selected for her

9:41

×

Choose your gender

Choose the option that best represents your gender identity.

☒ Woman
☐ Non-binary
☐ Man
☐ I prefer not to share
☐ My gender is not listed

How we use your gender data

Your gender information will not be shared with drivers, and may be used for safety features, personalization of ads and marketing, and user experience research, which can be managed in [Account settings](#).

Submit

CONFIDENTIAL

UBER_JCCP_MDL_003040732

Carol's Onboarding

1: Intro to
{UberGem}

2: Select gender

3: Gain access

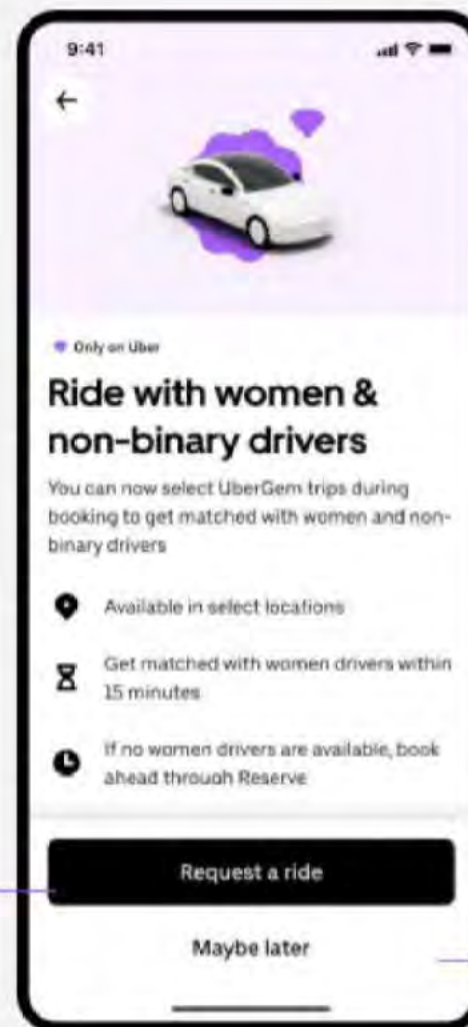
Carol can book {UberGem} now or later

4: Review setting



CONFIDENTIAL

This will take Carol
to PuDo and start
booking



This will take Carol
back to where she
started and turn on
{WNB} preferences
for her

UBER_JCCP_MDL_003040733

Carol's Onboarding

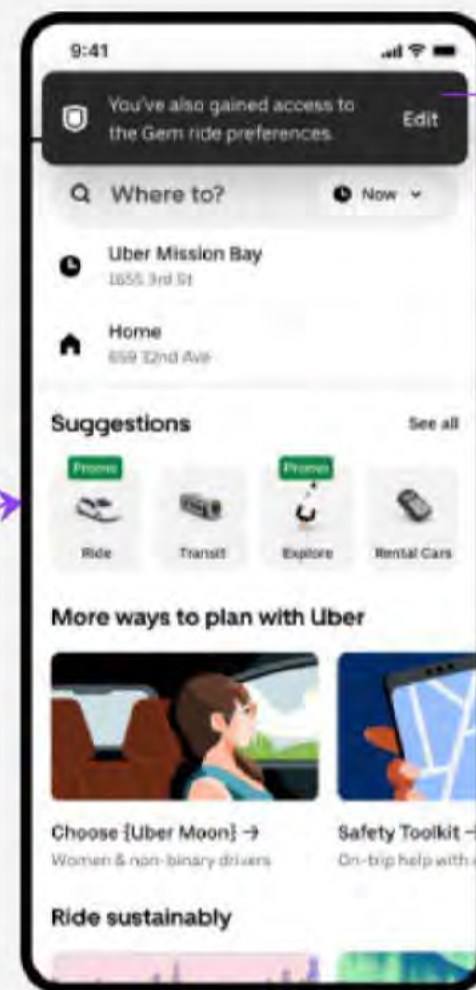
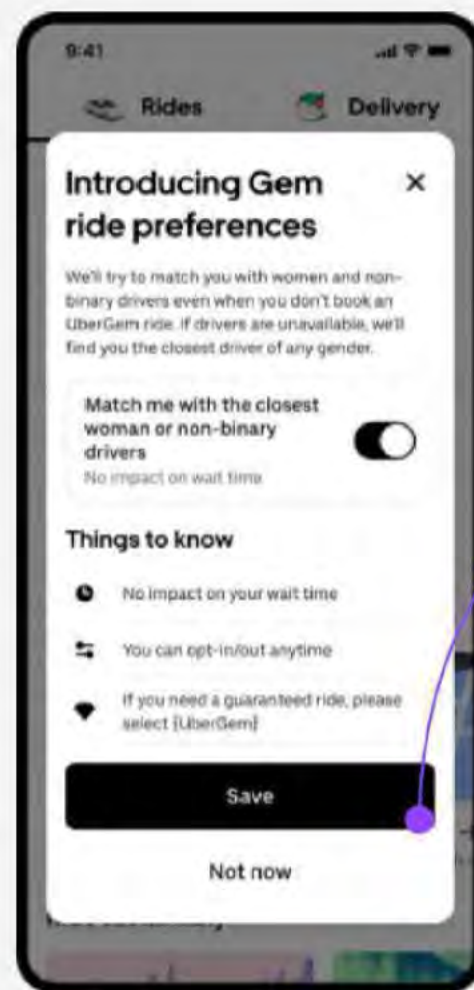
1: Intro to {UberGem}

2: Select gender

3: Gain access

4: Review setting

Carol's {WNB} driver preferences is automatically turned on



Carol can edit her preferences in settings anytime

CONFIDENTIAL

UBER_JCCP_MDL_003040734

Carol's Onboarding

1: Intro to {UberGem}

Carol lands on FTOX from comms like email/push notifications

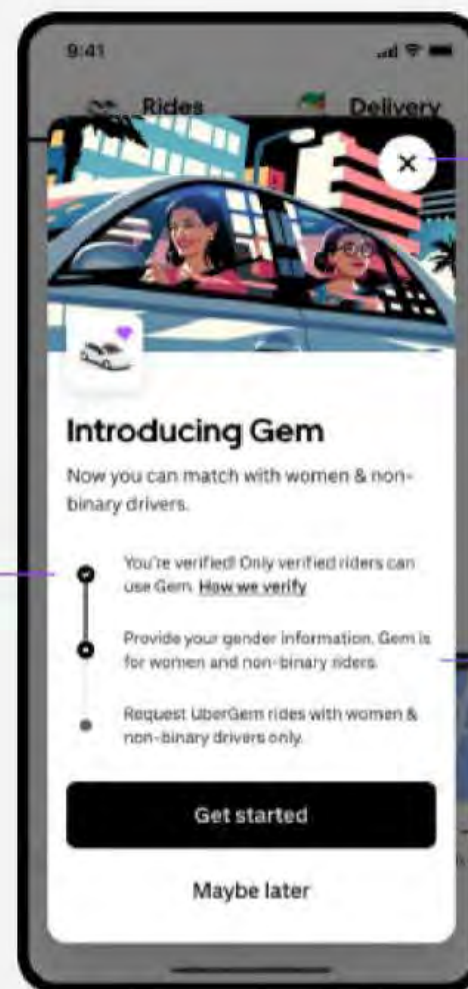
2: Select gender

3: Gain Access

4: Soft filter Opt-in



Inform Carol that she has been verified and approved



If Carol closes it, she can always access this from Setting

Carol learns that this program is designed exclusively for people like her

Carol can choose to let us remind her again

CONFIDENTIAL

UBER_JCCP_MDL_003040735

Carol's Onboarding

1: Intro to {UberGem}

2: Select gender

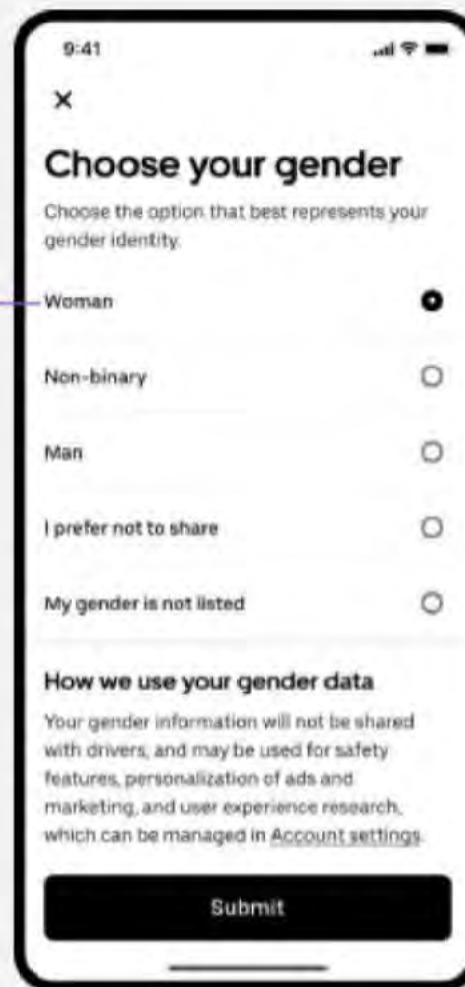
Carol filled out the eligibility form and feels that Uber is prioritizing her safety

3: Gain Access

4: Soft filter Opt-in



Carol's inferred gender is pre-selected for her



9:41

×

Choose your gender

Choose the option that best represents your gender identity.

Woman ☒

Non-binary ☐

Man ☐

I prefer not to share ☐

My gender is not listed ☐

How we use your gender data

Your gender information will not be shared with drivers, and may be used for safety features, personalization of ads and marketing, and user experience research, which can be managed in [Account settings](#).

Submit

CONFIDENTIAL

UBER_JCCP_MDL_003040736

Carol's Onboarding

1: Intro to
{UberGem}

2: Select gender

3: Gain access

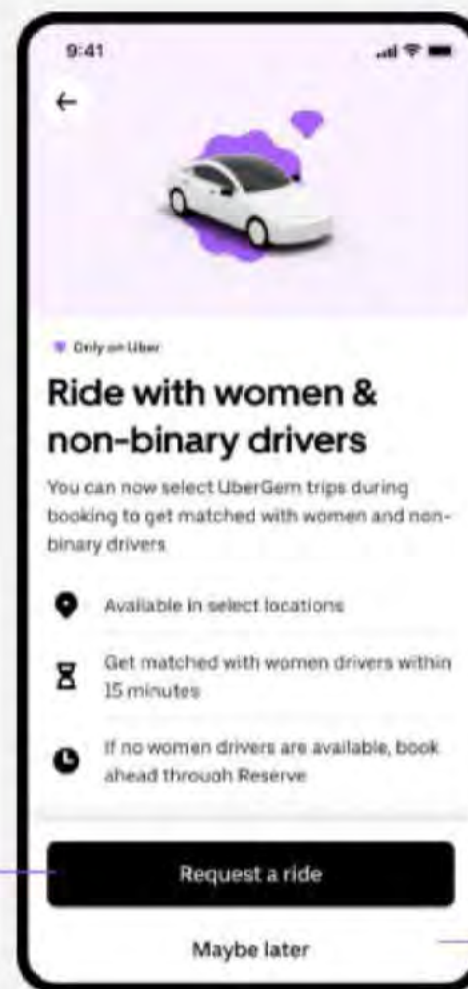
Carol can book {UberGem} now or later

4: Soft filter Opt-in



CONFIDENTIAL

This will take Carol
to PuDo and start
booking



This will take Carol
back to where she
started and turn on
{WNB} preferences
for her

UBER_JCCP_MDL_003040737

Carol's Onboarding

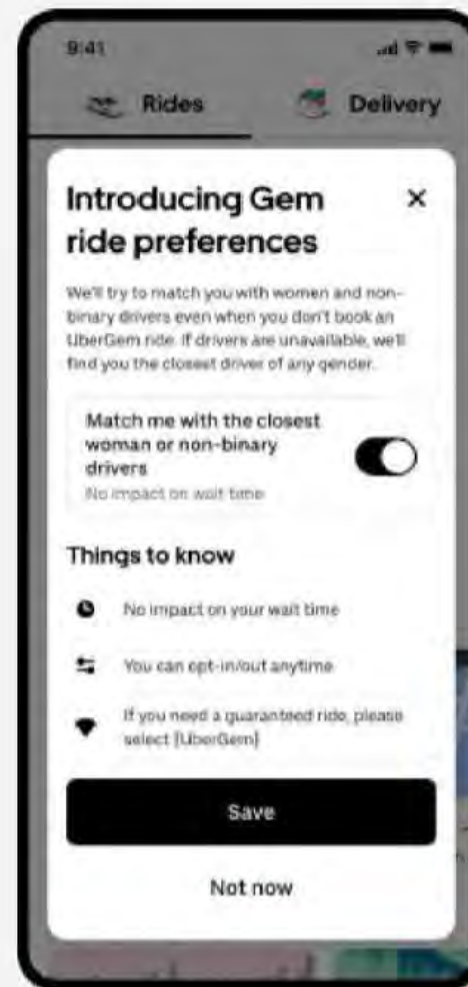
1: Intro to
{UberGem}

2: Select gender

3: Gain access

4: Soft filter opt-in

Carol's {WNB} driver preferences is automatically turned on



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UBER_JCCP_MDL_003040738



Carol's onboarding (program approach->)

Carol lands on {Gem} FTUX from a marketing email

(2-step flow)

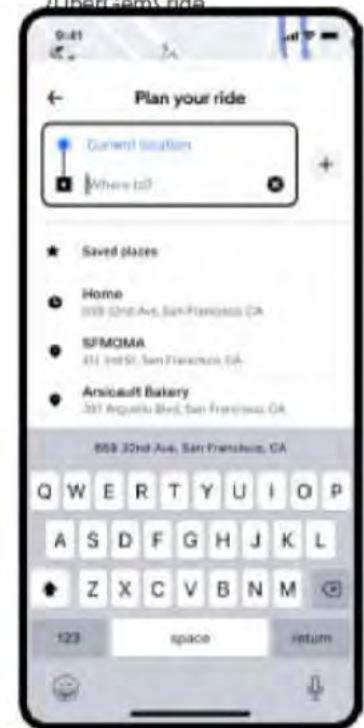
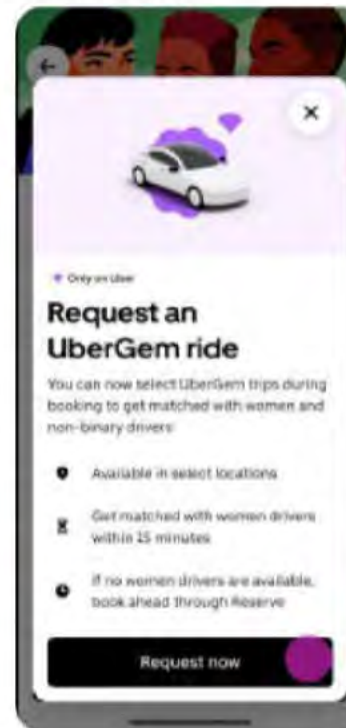
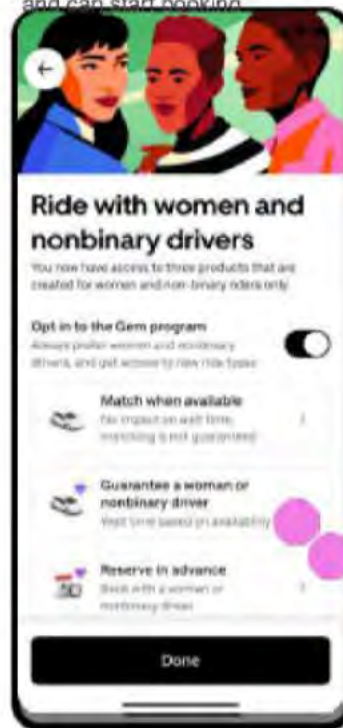
She fills out the eligibility form

She is now enrolled to {Gem} and can start booking

(FTUX)

She select {UberGem} and learns about it

Carol books her first {UberGem} ride



FTUX

Select gender

Access to {Gem}

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UBER_JCCP_MDL_003040739

2 onboarding approaches

Decoupled approach

Riders will be onboarded to Soft Preferences or {UberGem}, depending on the entry point



SETTING

RIDE PREFERENCE

□ □ Pros:

- Similar to UberGreen, more scalable
- Low cognitive load
- Lower impact on Marketplace

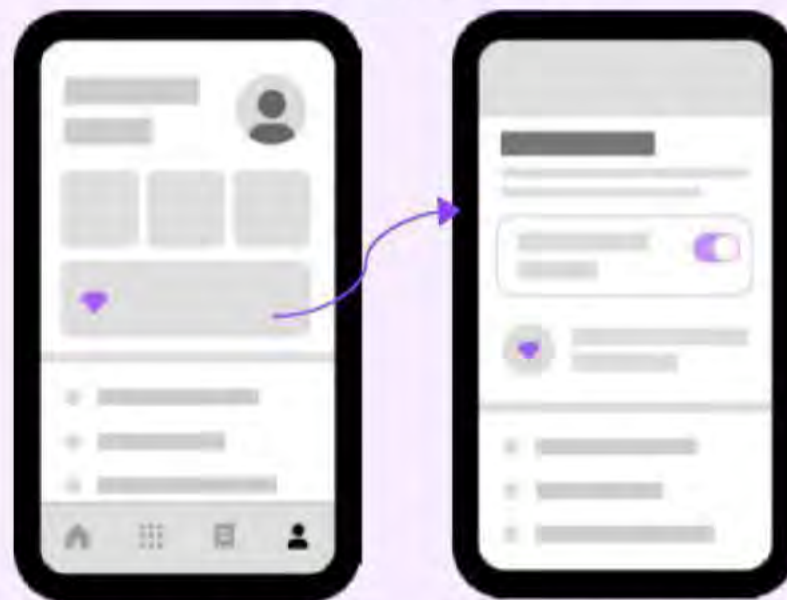
□ □ Cons::

- Low visibility (soft preferences)
- A slightly different path required depending on the entry point

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Program approach

Riders will get onboarded to both Soft preference and {UberGem} at the same time



ID HUB

{GEM} PROGRAM

□ □ Pros:

- High visibility
- Unified onboarding across all entry points
- Easier to market a suite of benefits

□ □ Cons::

- High cognitive load for riders
- Less scalable once we launched the new Portfolio architecture

UBER_JCCP_MDL_003040740

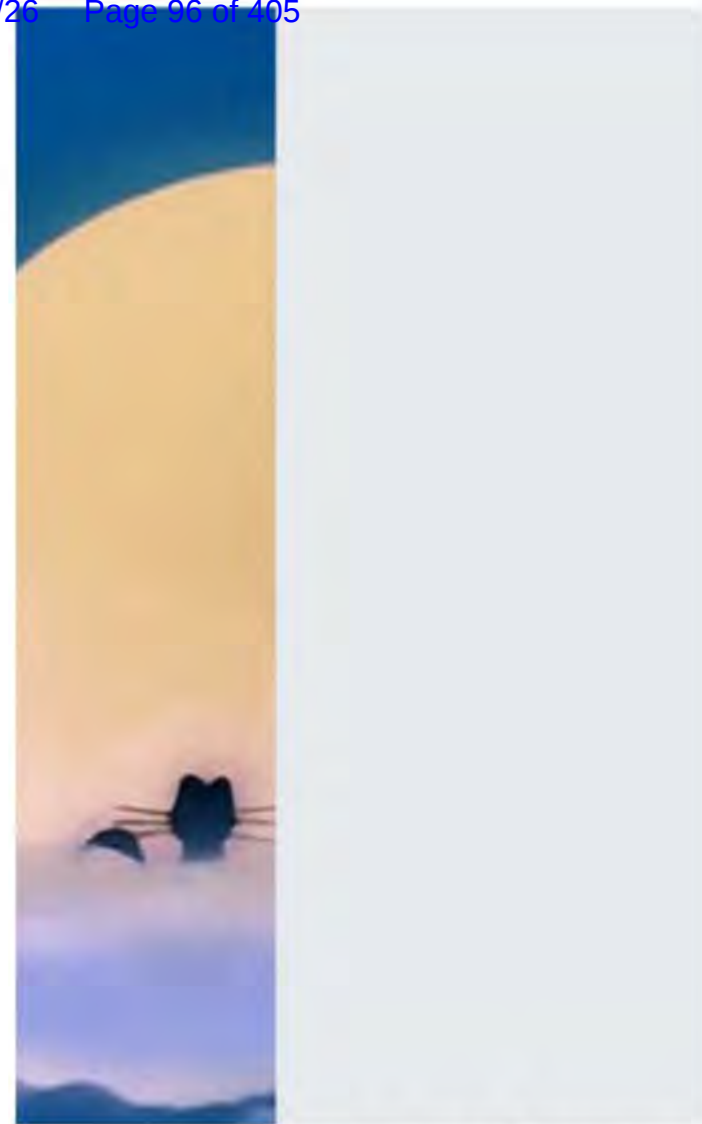
CP2 discussion goal

Review solutions, and align on the rider booking flow.

01 Feedback on booking experience:

- Hard Filter
- Reserve
- Soft Preference
- TripX

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UBER_JCCP_MDL_003040741

Why are we doing this?

Safety remains a top concern for women, and we must do more to prove Uber's true commitment to it.



User problem

Many women doubt Uber's safety commitment □ □
 Nearly every woman has had an uncomfortable or dangerous rideshare experience □ □



Business impact

Women make up 40-50% of Uber's riders, so it's crucial to show our commitment to a safe, inclusive community.
[#standforsafety](#) □ □ □ □



UXR insights

We've conducted 12 studies, including interviews to explore the need, usability tests to understand UX, and surveys to assess the prevalence of need and confidence in generalizability
 □ □



Our opportunity

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UBER_JCCP_MDL_003040742

Slide 86 Notes

Time constraints safety primary limitations.

- Fewer available hours (day during school & night) due to caretaking responsibilities
- Safety is a key barrier for new drivers and limits willingness to drive at night
- (other attempts to increase competency and comfort like Virtual companions)
- Night time perceived to be more dangerous, risky rides.
- Risk is also why many women couriers don't drive, even though women make up almost ½ of courier deliveries
- Risk in the evening is high because they fear physical abuse particularly from men,
 - Risk not just to themselves but also if they are injured they can't fulfill caretaking responsibilities.

The research program for Women Driver and Rider included 12 studies including interviews to explore the need, usability tests to understand how and when to present and surveys to test for pervasiveness of need and confidence in generalizability.

- Driver Surveys (Uber n=600, Lyft only n=600)
- Women Driver Usability Tests (US / UK/ CA / Anz) n= 24 participants
- NB Driver Usability Tests (US / UK/ CA / Anz) n= 8 participants
- Women Driver US Prototype tests (gender declarations) n = 1

Design principles



1. Prioritize safety and trust

Build with safety top of mind by gating access to verified riders and using the inference model to identify women riders. Maintain continuous monitoring for when the product might get abused.



3. Create equitable onboarding + support

Provide effective and equitable gender verification for both riders and drivers and create specialized support for reporting fraud or discrimination.



2. Allow self-identification and user choice

Allow users to self-identify their gender. Clearly communicate how we might use people's gender data and give users choice. Provide control to users when sharing gender data and give them the ability to edit or remove their information as needed.



4. Build with gender inclusion

Use affirming and inclusive language, addressing the diverse needs of marginalized genders especially those that are non-binary or trans. Incorporate educational moments to explain gender-related terminology and safe behaviors.

The core team

Design

Amy Bickerton Design
 Anoosha Sajjad Design
 John Lunsford Research
 Loren Ruffin Content
 Xindeling Pan Design

In partnership with [rider](#),
[earner](#) and [equity design](#) ||||

Product

Mariana Esteves Product
 Srishti Bajaj Product

Ops

Alex Madsen Interpersonal
 Celeste Lazzerini Safety Ops
 Emily Mitchell Rider Ops
 Liza Winship Earner Ops
 Natalia Galvez Product Ops
 Celeste Lazzerini Product Ops

Eng

André Faria Eng
 Christian Lacerda Eng
 Cristian Dean Eng
 William Ikedo Eng

DS

Jianjin Wang DS
 Varun Harchekar DS

Marketing

Cande Cazes PMM
 Lizzie Ross PMM

Legal

Daniel Kolta Legal

We are
 here

Problem definition

Solution definition

Design

Development

XP/Pilot

Launch

Monitor & Insights

CONFIDENTIAL

UBER_JCCP_MDL_003040745

Disclaimers: CP2

1. **The content is not final**
 - a. We will have a separate meeting to review content after CP3
2. **Visuals & icon are currently TBD**
 - a. Brand team is will review our submission requests later in Sept
3. **{Uber Moon} is a placeholder name for on-demand until we get direction from Marketing**
 - a. Date is TBD

Agenda

01 **Background & context**

02 **Rider UX**

- a. **Booking**
- b. **Trip experience**
- c. **Gender settings**

03 **Earner UX**

04 **Next steps**



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UBER_JCCP_MDL_003040747

01

Background & context

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Project goal

Allow women and non-binary riders to define their own experience on the Uber app, by giving them the option to choose women or non-binary drivers whenever needed.



Women Driver Preferences

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UBER_JCCP_MDL_003040749

Why are we doing this?

Safety remains a top concern for women, and we must do more to prove Uber's true commitment to it.



User problem

Many women doubt Uber's safety commitment □ □
 Nearly every woman has had an uncomfortable or dangerous rideshare experience □ □



Business impact

Women make up 40-50% of Uber's riders, so it's crucial to show our commitment to a safe, inclusive community.
[#standforsafety](#) □ □ □ □



UXR insights

We've conducted 12 studies, including interviews to explore the need, usability tests to understand UX, and surveys to assess the prevalence of need and confidence in generalizability
 □ □



Our opportunity

.....

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UBER_JCCP_MDL_003040750

Slide 93 Notes

Time constraints safety primary limitations.

- Fewer available hours (day during school & night) due to caretaking responsibilities
- Safety is a key barrier for new drivers and limits willingness to drive at night
- (other attempts to increase competency and comfort like Virtual companions)
- Night time perceived to be more dangerous, risky rides.
- Risk is also why many women couriers don't drive, even though women make up almost ½ of courier deliveries
- Risk in the evening is high because they fear physical abuse particularly from men,
 - Risk not just to themselves but also if they are injured they can't fulfill caretaking responsibilities.

The research program for Women Driver and Rider included 12 studies including interviews to explore the need, usability tests to understand how and when to present and surveys to test for pervasiveness of need and confidence in generalizability.

- Driver Surveys (Uber n=600, Lyft only n=600)
- Women Driver Usability Tests (US / UK/ CA / Anz) n= 24 participants
- NB Driver Usability Tests (US / UK/ CA / Anz) n= 8 participants
- Women Driver US Prototype tests (gender declarations) n = 1

Design principles



1. Prioritize safety and trust

Build with safety top of mind by gating access to verified riders and using the inference model to identify women riders. Maintain continuous monitoring for when the product might get abused.



3. Create equitable onboarding + support

Provide effective and equitable gender verification for both riders and drivers and create specialized support for reporting fraud or discrimination.



2. Allow self-identification and user choice

Allow users to self-identify their gender. Clearly communicate how we might use people's gender data and give users choice. Provide control to users when sharing gender data and give them the ability to edit or remove their information as needed.



4. Build with gender inclusion

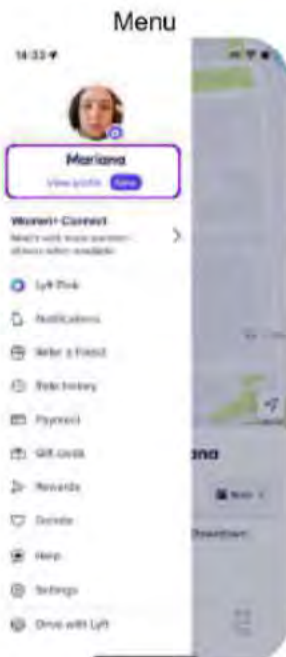
Use affirming and inclusive language, addressing the diverse needs of marginalized genders especially those that are non-binary or trans. Incorporate educational moments to explain gender-related terminology and safe behaviors.

Lyft's experience | Rider-facing feature

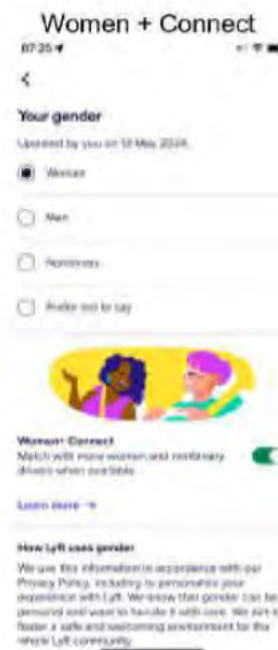
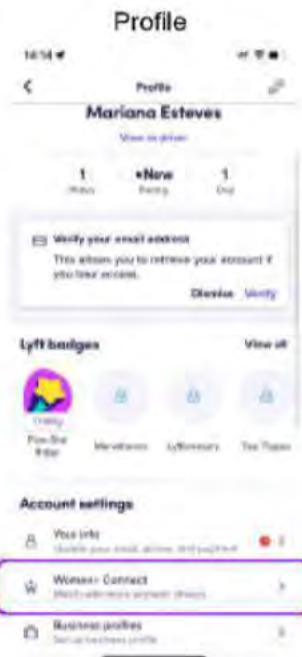
Women + Connect is default on for new Woman and NB Riders



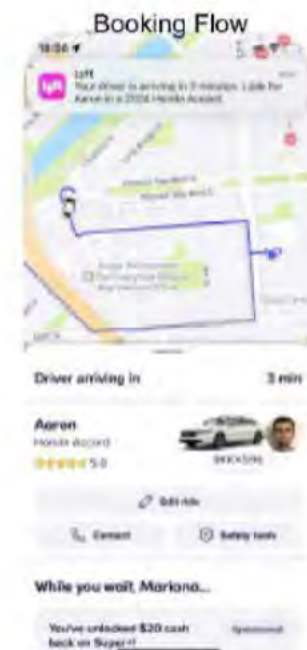
Gender gets collected at account creation flow as a **mandatory step** for new users



Feature is not actively prompted for new users (no pop-up screen or notifications); it does not live under Safety, but under account settings



Default ON for Women and NB Riders. Gender can be changed anytime



No change, no mention to Women or higher ETAs

Lyft

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Relevant surfaces

Rider

Onboarding: varying user gender

Gender setting

WDP Preferences

Booking: On-demand

Booking: Reserve

Dispatch

Trip experience: cancel

Comms

Earner

Onboarding

Gender setting

Offer card: On-demand

Opportunity center

Services access

Comms/Education

Relevant surfaces

Today's focus

Rider

Onboarding: varying user gender

Gender setting

WDP Preferences

Booking: On-demand

Booking: Reserve

Dispatch

Trip experience: cancel

Comms

Earner

Onboarding

Gender setting

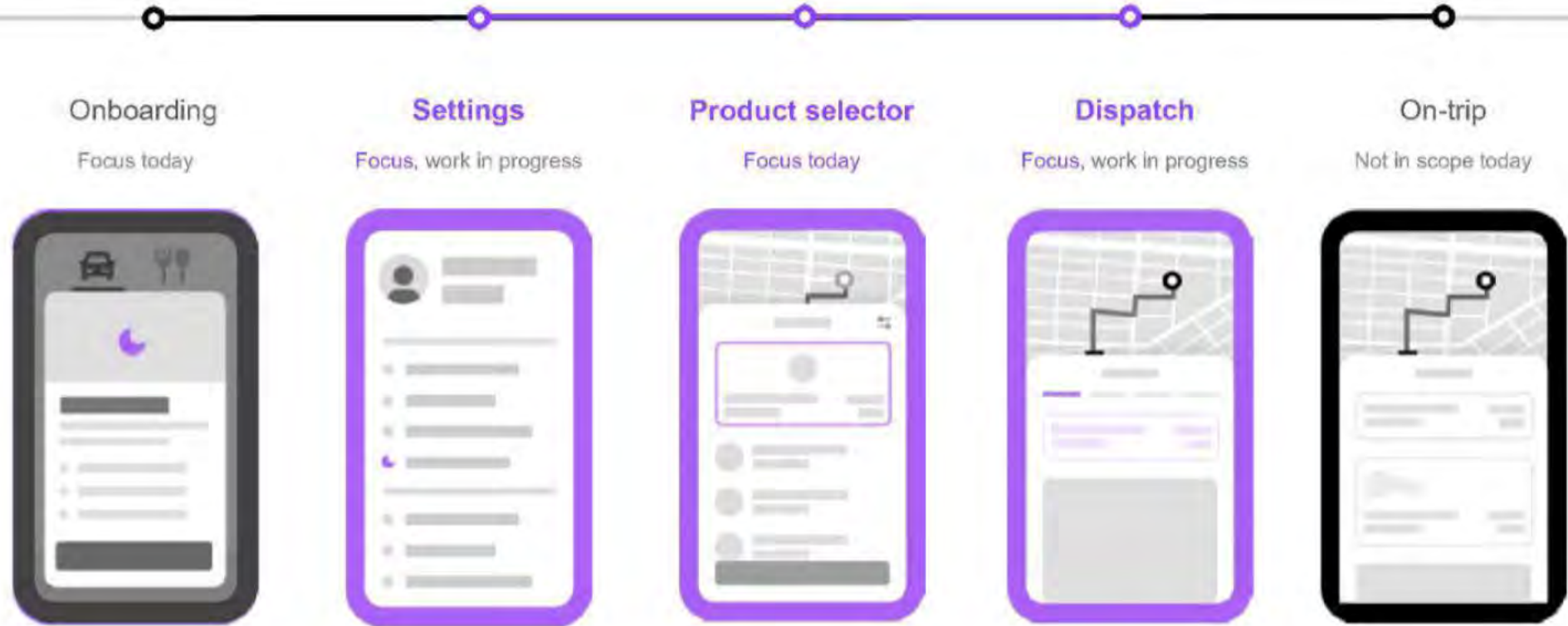
Offer card: On-demand

Opportunity center

Services access

Comms/Education

Rider surfaces (Zoom In)



Overview

Three services in one release

{UberGem}

Guaranteed* matched with women & non-binary drivers

On-demand

Reserve

Gender Preference

Preferred matching setting for all trips

Soft preference

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Slide 99 Notes

Time constraints safety primary limitations.

- Fewer available hours (day during school & night) due to caretaking responsibilities
- Safety is a key barrier for new drivers and limits willingness to drive at night
- (other attempts to increase competency and comfort like Virtual companions)
- Night time perceived to be more dangerous, risky rides.
- Risk is also why many women couriers don't drive, even though women make up almost ½ of courier deliveries
- Risk in the evening is high because they fear physical abuse particularly from men,
 - Risk not just to themselves but also if they are injured they can't fulfill caretaking responsibilities.

The research program for Women Driver and Rider included 12 studies including interviews to explore the need, usability tests to understand how and when to present and surveys to test for pervasiveness of need and confidence in generalizability.

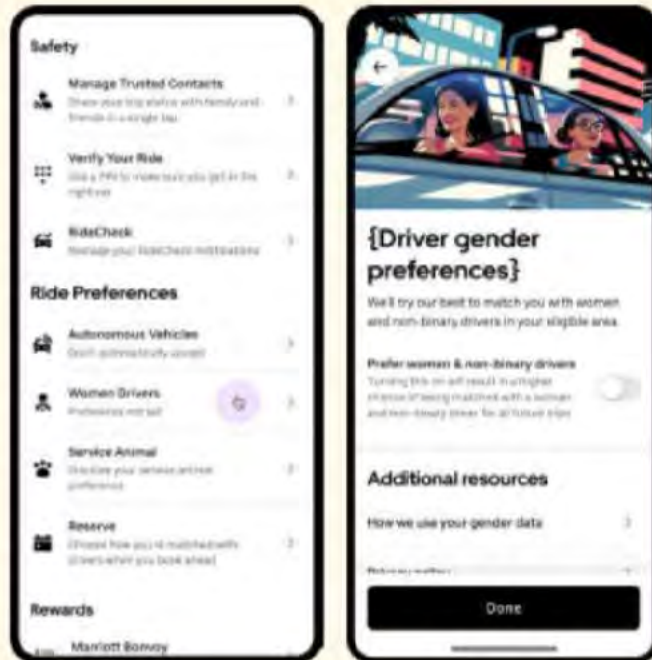
- Driver Surveys (Uber n=600, Lyft only n=600)
- Women Driver Usability Tests (US / UK/ CA / Anz) n= 24 participants
- NB Driver Usability Tests (US / UK/ CA / Anz) n= 8 participants
- Women Driver US Prototype tests (gender declarations) n = 1

Soft Preference

Soft preference

Rider experience

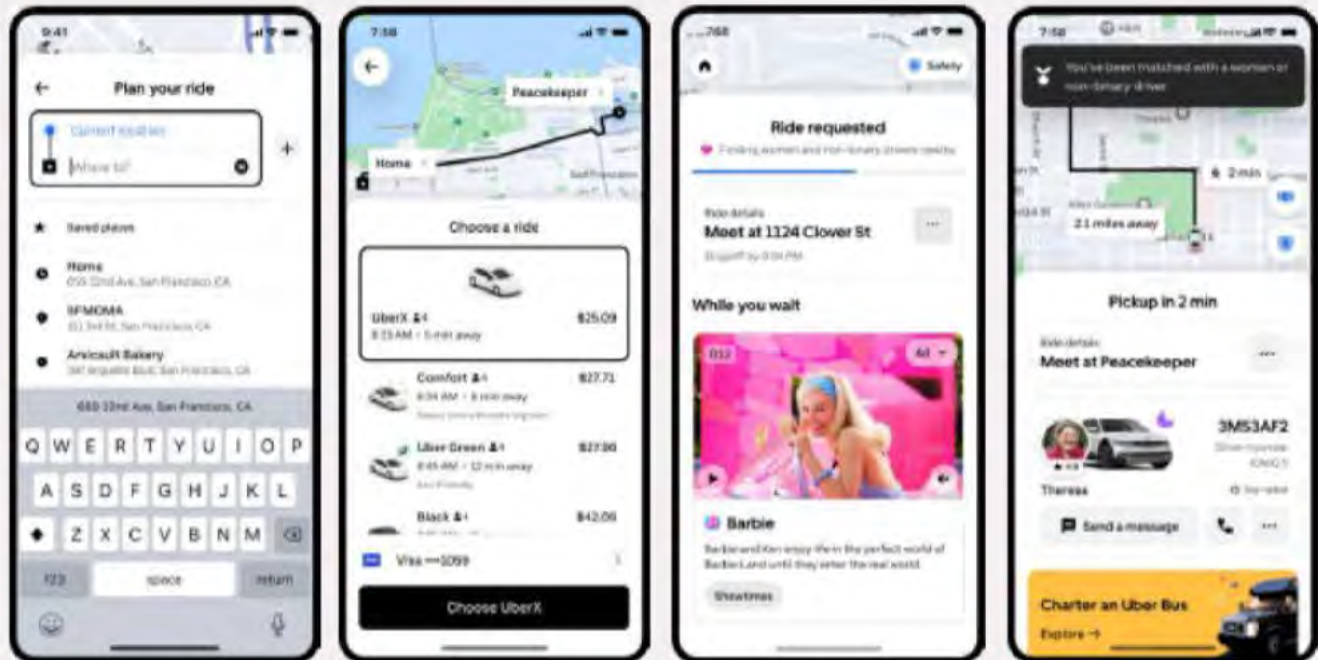
Settings - Turn on WDP for selected trips



New entry in settings

Toggle on/off WDP

Booking flow



Same UX as today

Same UX as today

Dispatch screen

Success messaging. Up-ranking women drivers in regular supply plans

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Soft preference

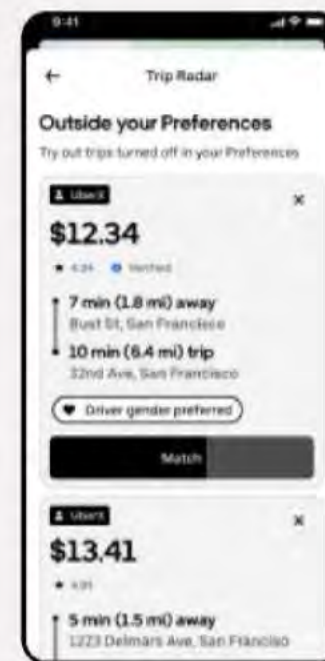
Earn experience

Primary offer



Showcase WDP in ranking as a tag. *We're still deciding on the use of the Spotlight tag.

Trip radar



Showcase the WDP tag for trip radar offers

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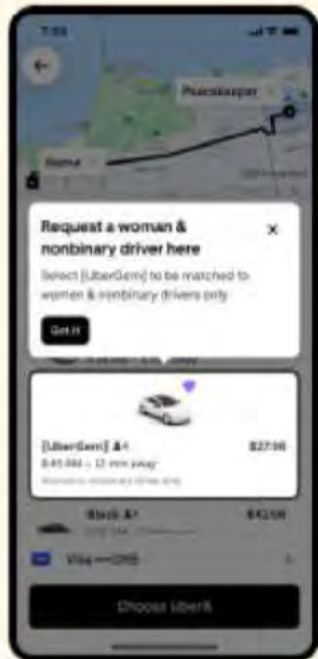
UBER_JCCP_MDL_003040761

{UberGem}

{UberGem} - Happy Path

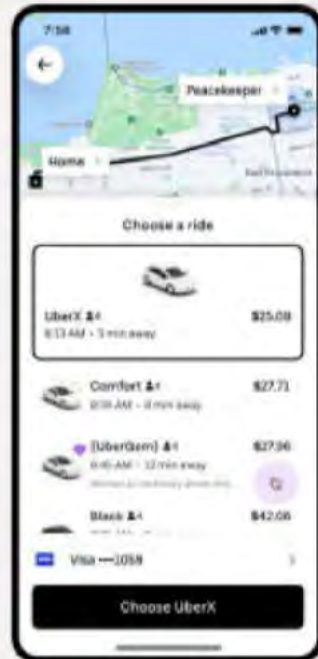
Rider experience

FTUX



Up-ranking Uber
Moon first time

Booking

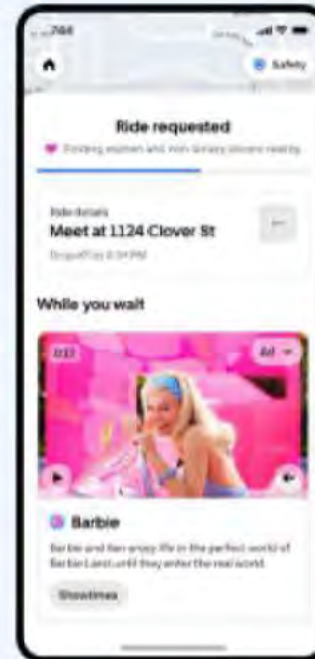


Uprank Uber Moon in the
product selector



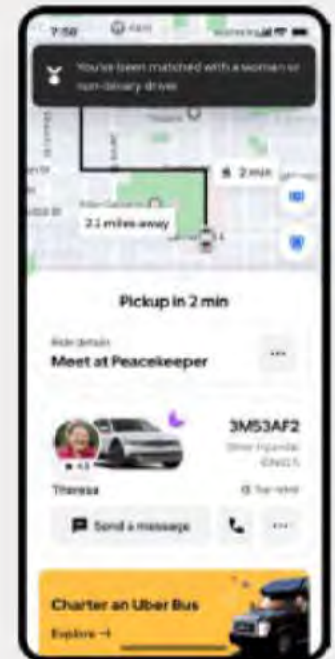
In some cases we may
suggest it first

Dispatch



Notify that we're searching
for women drivers

Pick-up



Uber by Women +
added P2 earnings tags

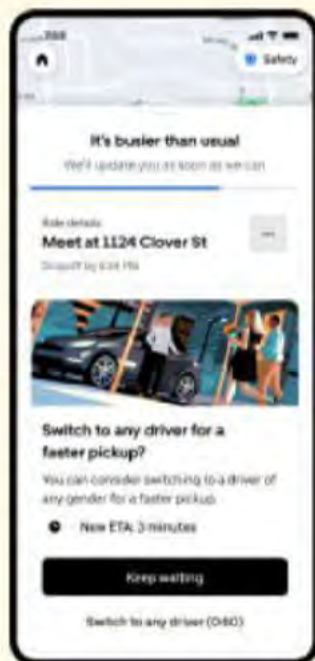
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Uber Moon

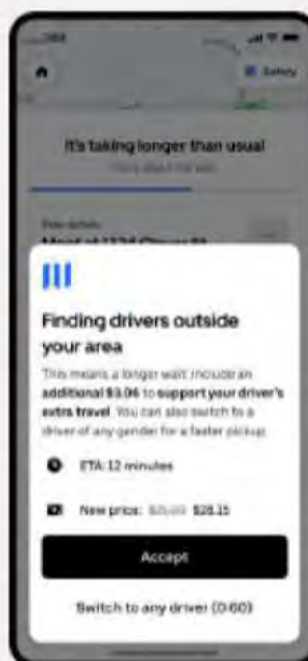
Rider experience

Fallback scenario 1



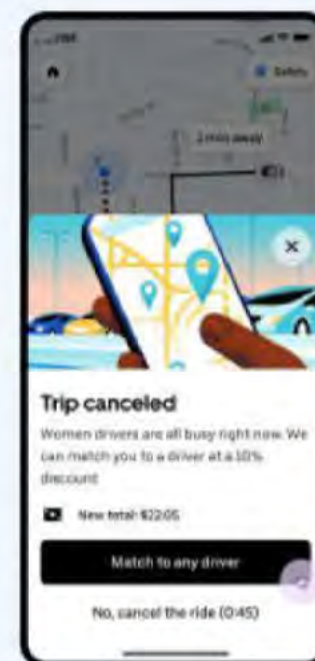
Confirm extra wait time

Fallback scenario 2



Confirm extra wait and extra fee

Cancel after fallback



If rider gets canceled after fallback, we can provide offer

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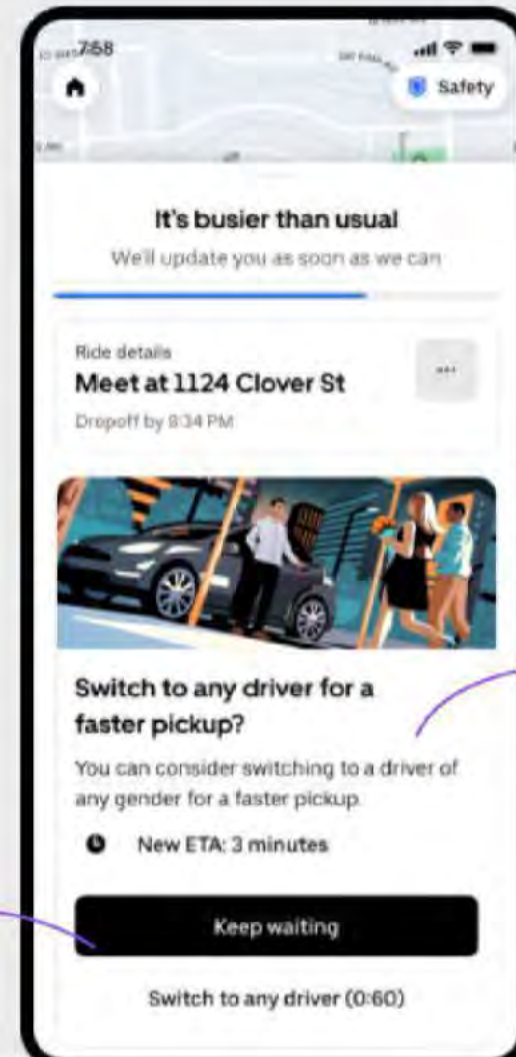
Fallback experience

Option 1: Extra wait time

If women drivers are far away, we can ask riders if they'd like to switch to a driver of another gender

Option 2: Extra wait *and* fee

Backup: Cancel trip



Option to stick with preference

Ask rider if they'd like to switch with new ETA

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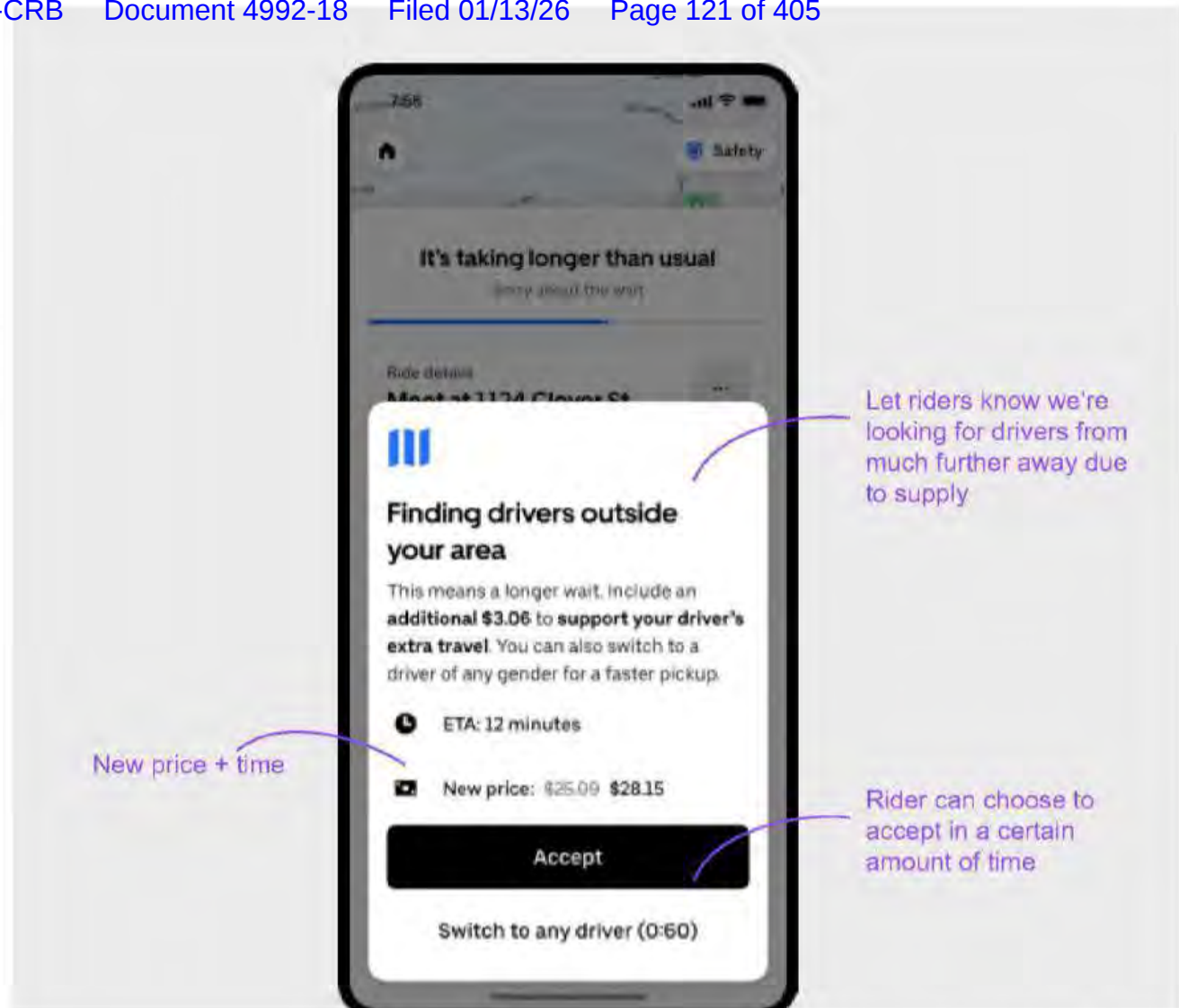
Fallback experience

Option 1: Extra wait time

Option 2: Extra wait *and* fee

Nudge rider to pay more since the supply for women drivers has dropped considerably

Backup: Cancel trip



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Fallback experience

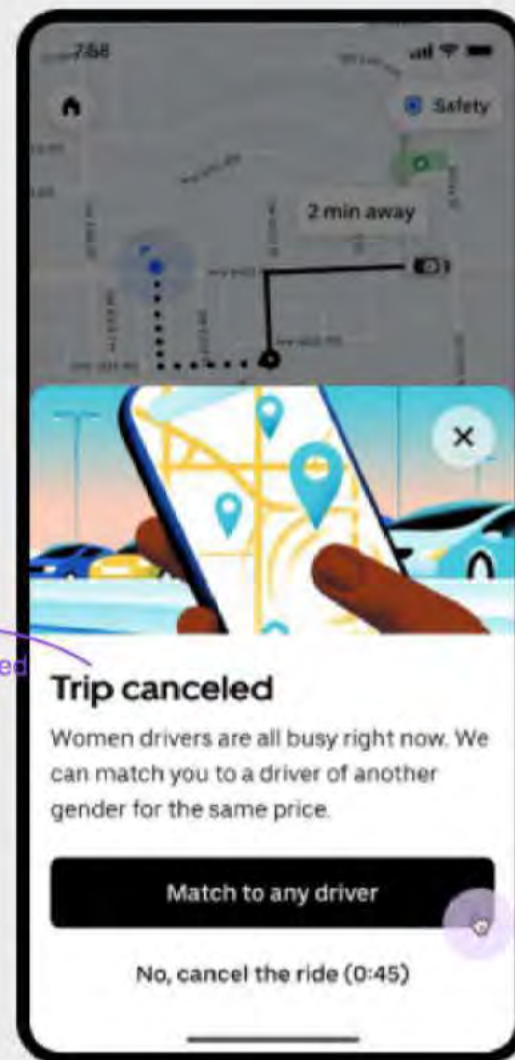
Option 1: Extra wait time

Option 2: Extra wait *and* fee

Backup: Cancel trip

If rider gets canceled after fallback, we can provide them the option to cancel a trip or match with another rider

Inform what happened



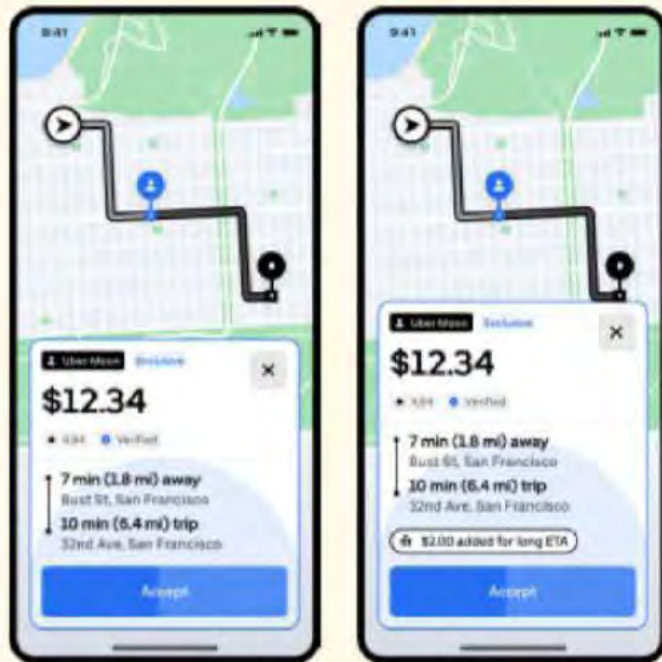
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Uber Moon

Earn experience

Primary offers



{Uber Moon} tag

Extra earning for long ETA

Navigate to Pick up



Alternate between rider name
+ WDP tag

Alternate between rider name
+ WDP tag

Pick-up



WDP tag

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Reserve

Reserve

On-demand

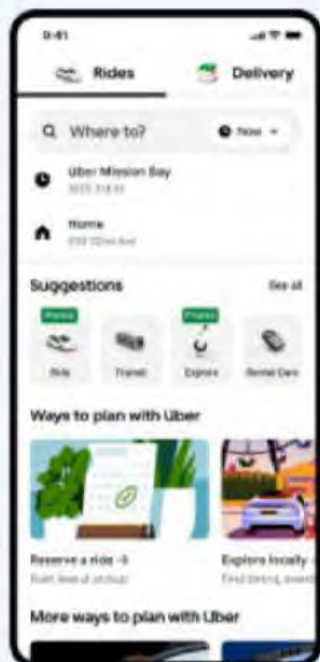
CONFIDENTIAL

UBER_JCCP_MDL_003040770

Uber Moon Reserve (on-demand)

Rider experience

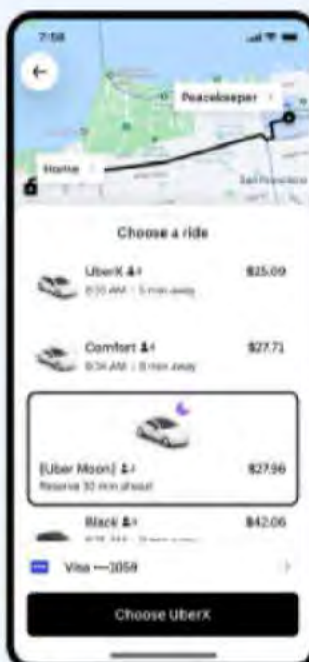
Booking



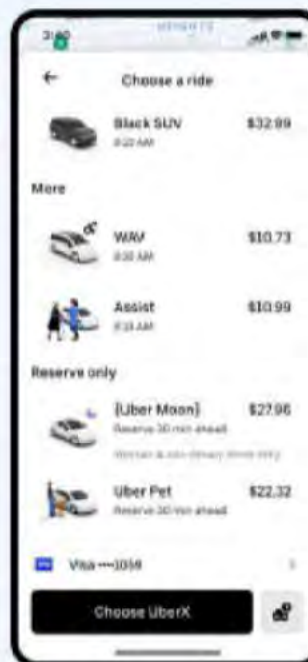
Entry through typical on-demand booking experience



PUDO



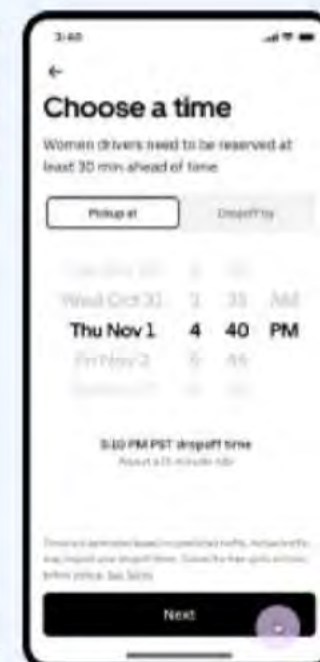
Option 1:
Uber Moon shows Reserve
info in secondary copy



Option 2:
Different section for on-
demand reserve trips



FTUX
Info on Uber Moon
Reserve and how it works



Choose a time with info on
how long it takes to Reserve
women drivers

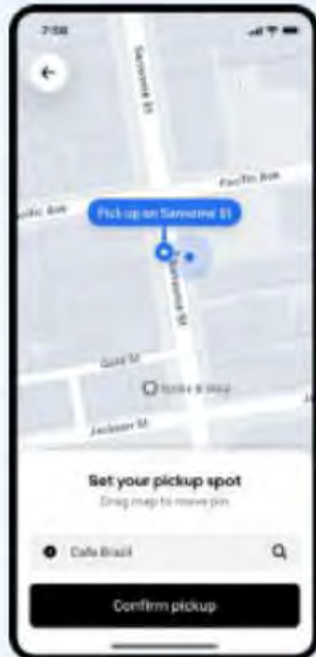
CONFIDENTIAL

UBER_JCCP_MDL_003040771

Uber Moon Reserve (on-demand) - cntd

Rider experience

Booking



Pickup refinement

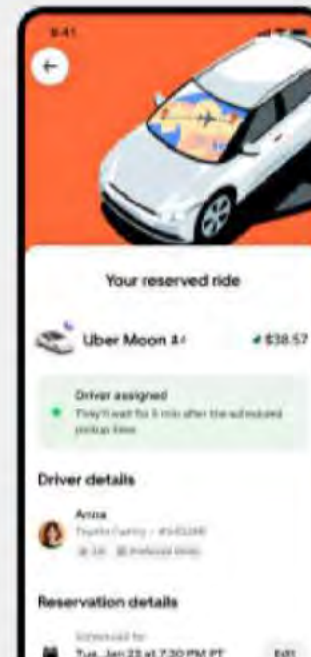


Backup preference

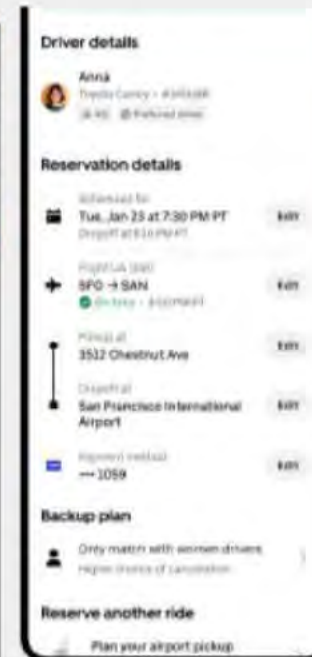
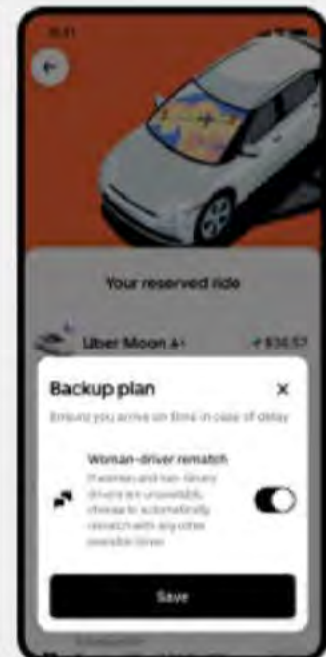


Confirmation screen

Confirmation details



Confirmation details (top)

Confirmation details (bottom)
New entry for backup plan

Backup plan modal

CONFIDENTIAL

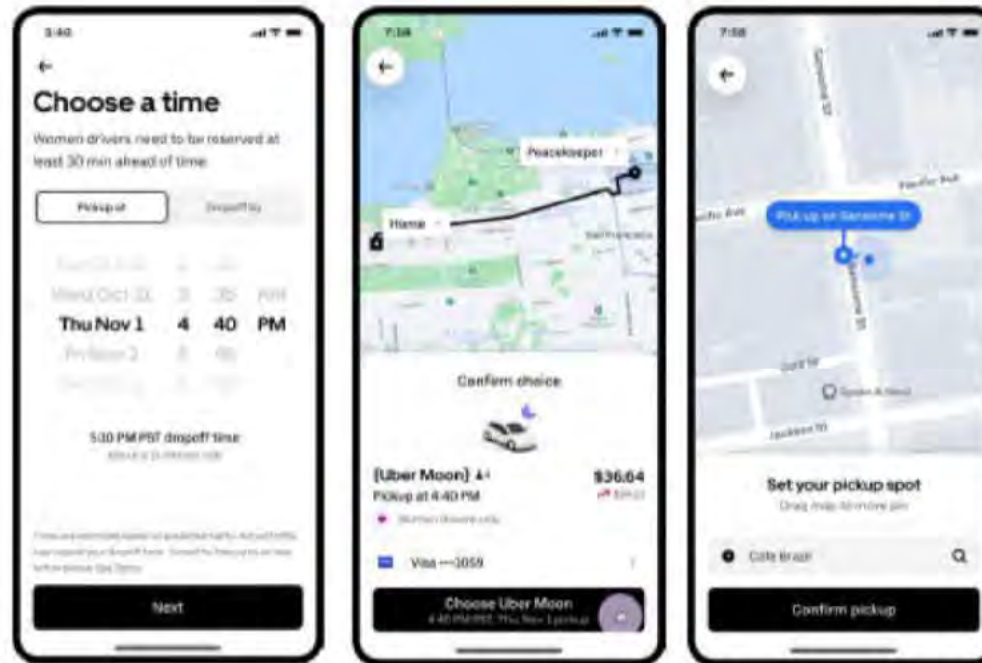
UBER_JCCP_MDL_003040772

Uber Moon Reserve (on-demand) - cntd

Rider experience

If rider books much further away

If a rider books much further away there may be a fare change. In that case we would need to prompt them with a confirmation screen that showcases the new fare



Confirmation screen

PUDO

Option 1:
Uber Moon shows Reserve
info in secondary copy

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Reserve

Traditional Reserve

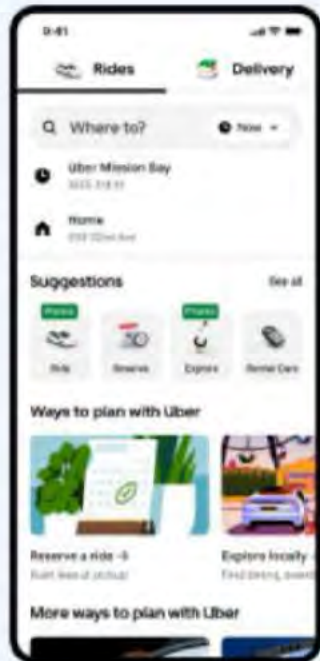
CONFIDENTIAL

UBER_JCCP_MDL_003040774

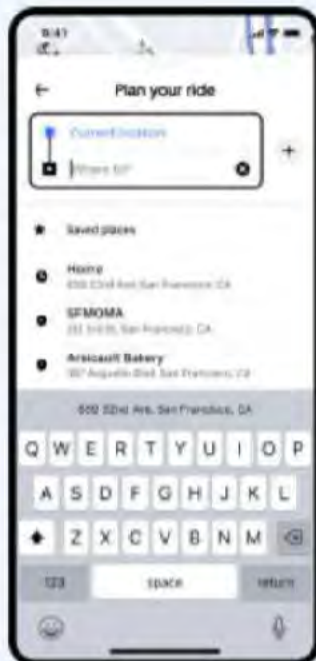
Uber Moon Reserve

Rider experience

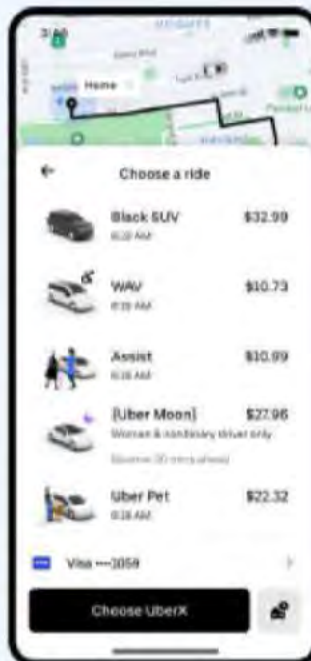
Booking



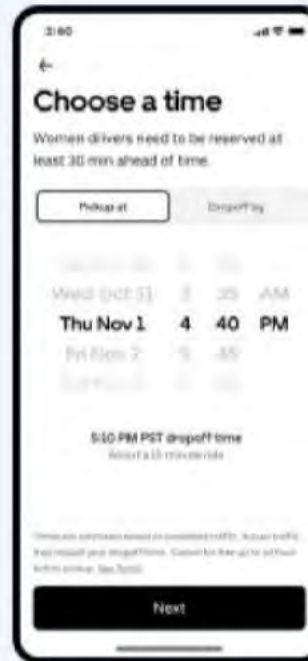
Reserve Nava tile entry



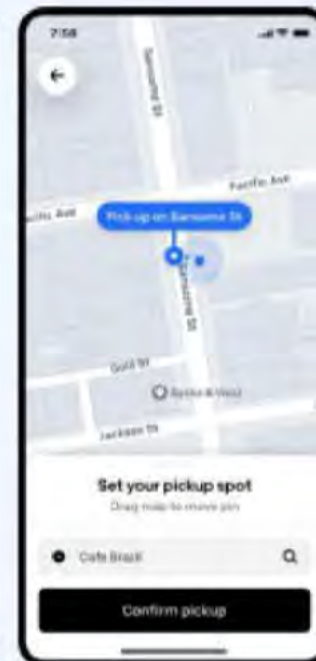
PUDO



Product selector



Choose time



Pickup refinement



Backup preference

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UBER_JCCP_MDL_003040775

Reserve

Backup preference

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Driver backup preference

Rider experience

WDP Rematch



Backup plan for women drivers

Uber Black rematch



Backup plan for non-premium rematch with ride preferences

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Reserve

Cancellations

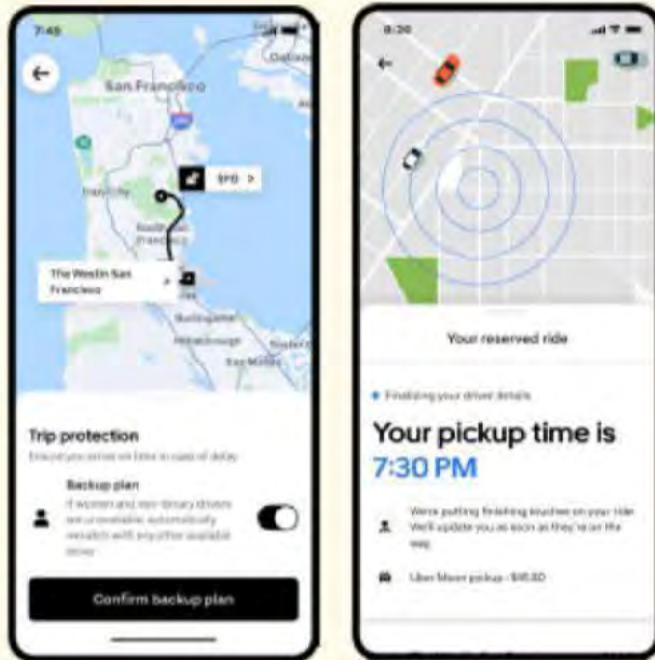
CONFIDENTIAL

UBER_JCCP_MDL_003040778

1 hour before

Rider experience

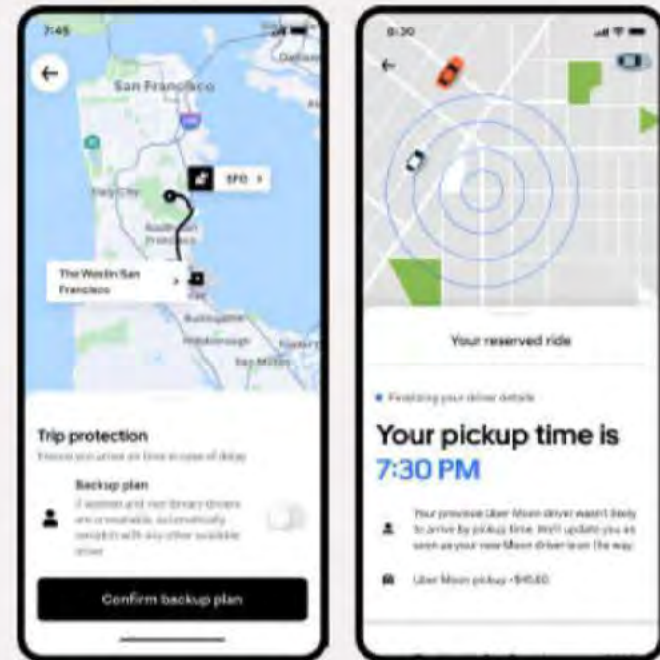
Dispatch - High fulfillment - Match with anyone



Match with anyone

Inform riders they'll still get matched

Dispatch - High fulfillment - Match with only women



Match with only women

Let them know we're finding another Moon driver

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UBER_JCCP_MDL_003040779

1 hour before

Rider experience

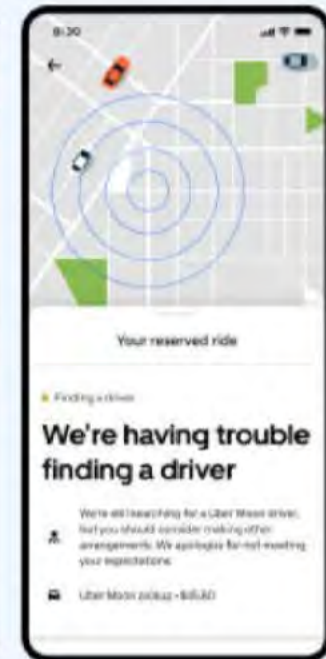
Dispatch - Low fulfillment - Match with anyone

Same as previous slide

Dispatch - Low fulfillment - Match with only women



Match with only women



Let them know they should consider making other arrangements

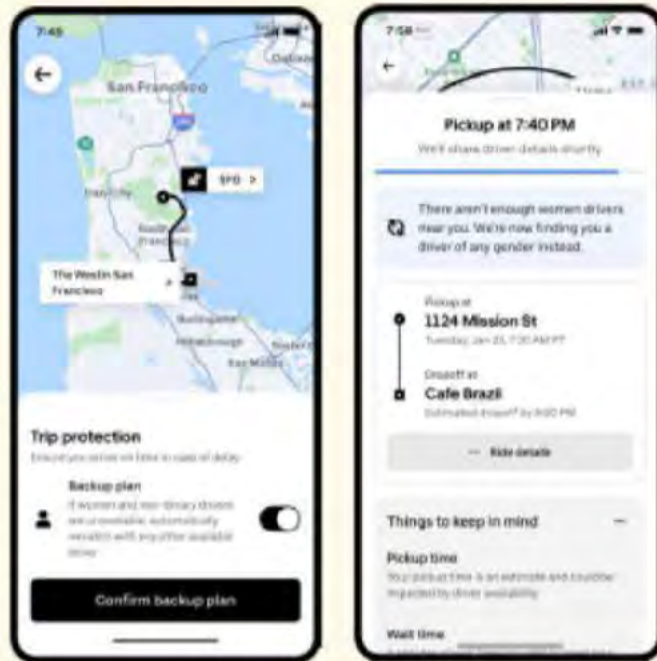
CONFIDENTIAL

UBER_JCCP_MDL_003040780

On-demand

Rider experience

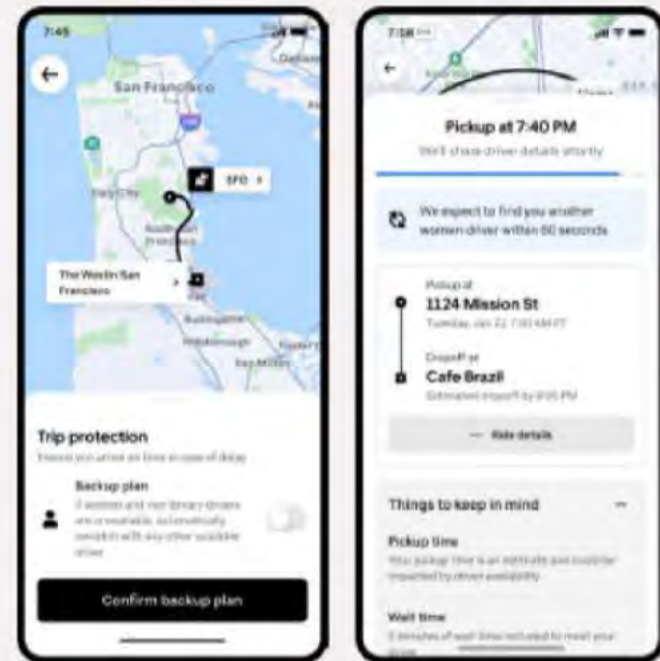
Dispatch - High fulfillment - Match with anyone



Match with anyone

Messaging to say they're getting matched still

Dispatch - High fulfillment - Match with only women



Match with only women

Let them know we're finding another Moon driver

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UBER_JCCP_MDL_003040781

On-demand

Rider experience

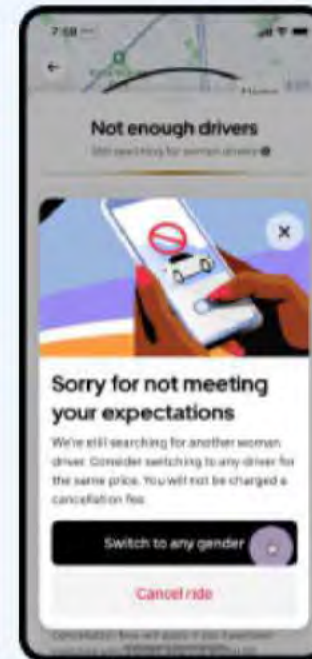
Dispatch - Low fulfillment - Match with anyone

Same as previous slide

Dispatch - Low fulfillment - Match with only women



Match with only women



Let them know they should consider making other arrangements



Pair together with push

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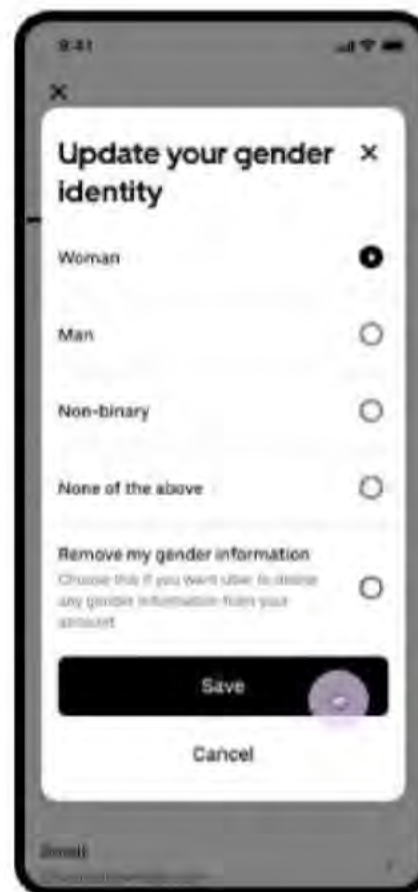
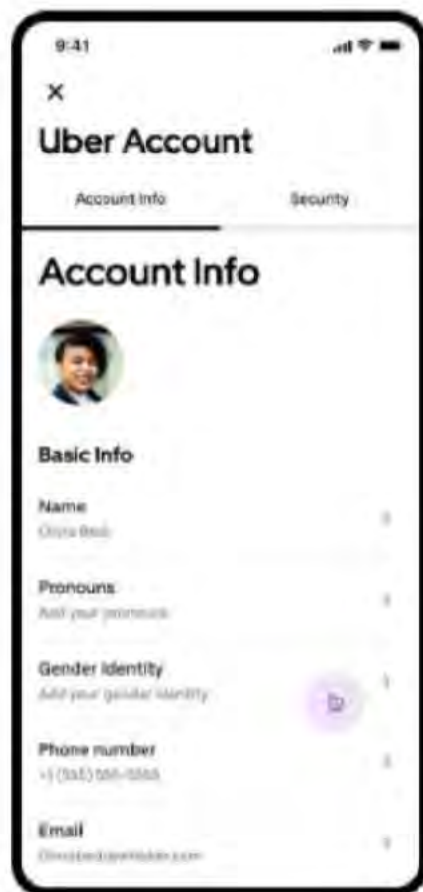
Product access/onboarding

Settings

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Key entry points



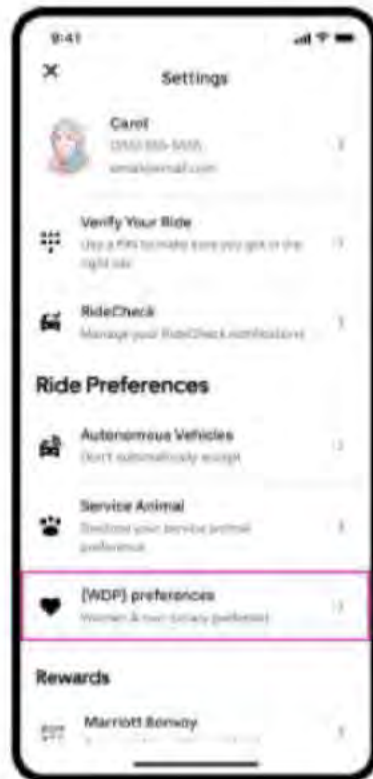
Uber | Women Driver Preference

125

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Key entry points



02

Product access

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UBER_JCCP_MDL_003040786

Rider Product Access

Only verified riders who are women or non-binary would get access to the product.

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Rider Product Access

Only verified riders who are women (inferred or self-declared) or non-binary (self-declared) would get access to the product

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Matching Flow

Soft Preference Matching | Rider side of the product

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Hard Filter Matching | Rider side of the product



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Hard Filter Matching | Rider side of the product

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UBER_JCCP_MDL_003040792

Uber

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UBER_JCCP_MDL_003040793

What's next on the earner side

1. **Reserve experience in Opportunity center**
2. **Connect with the PM leading Preferences and Access/Gigs to figure out the business logic on whether {Uber Gem}, as a new VVID, should be a filter like Teens or a new service like Uber Pet**
3. **Earner onboarding**

Sept 6th CP2 Review

CP2 discussion goal

Review solutions, and align on the rider onboarding for verified and unverified women rider

01 Feedback on granting product access & onboarding flow

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The core team

Design

Amy Bickerton Design
 Anoosha Sajjad Design
 John Lunsford Research
 Loren Ruffin Content
 Xindeling Pan Design

In partnership with [rider](#),
[earner](#) and [equity design](#) ||||

Product

Mariana Esteves Product
 Srishti Bajaj Product

Ops

Alex Madsen Interpersonal
 Celeste Lazzerini Safety Ops
 Emily Mitchell Rider Ops
 Liza Winship Earner Ops
 Natalia Galvez Product Ops
 Celeste Lazzerini Product Ops

Eng

André Faria Eng
 Christian Lacerda Eng
 Cristian Dean Eng
 William Ikedo Eng

DS

Jianjin Wang DS
 Varun Harchekar DS

Marketing

Cande Cazes PMM
 Lizzie Ross PMM

Legal

Daniel Kolta Legal

We are
here

Problem definition

Solution definition

Design

Development

XP/Pilot

Launch

Monitor & Insights

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Disclaimers: CP2

1. **The content is not final**
 - a. We will have a separate meeting to review content after CP3
2. **Visuals & icon are currently TBD**
 - a. Brand team is will review our submission requests later in Sept
3. **{Uber Gem} is a placeholder name for on-demand until we get direction from Marketing**
 - a. Date is TBD

Agenda

01

Product access

a. Use cases breakdown

02

Rider UX

a. Product access/onboarding

- Verified women riders
- Unverified women riders



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02

Product access | Use cases breakdown

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UBER_JCCP_MDL_003040800

Rider Product Access

Only verified riders who are women (inferred or self-declared) or non-binary (self-declared) would get access to the product

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UBER_JCCP_MDL_003040801

02

Design

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Product access/onboarding

Verified women & non-binary riders

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Verified Women&NB | Send comms for onboarding, allow to confirm gender, give product access

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Onboarding usability tests

Scenario: A verified woman/non-binary rider opens the Uber app after getting a marketing email

Option 1: Standard FTUX →

Introducing Soft preference, On-demand, Reserve as individual product



Option 2: Standard FTUX shorter →

Introducing Soft preference, and On-demand & Reserve as a bundle



Option 3: Intent based FTUX →

Introducing Soft preference first, and On-demand & Reserve when we have high-confidence knowing riders have booking intent



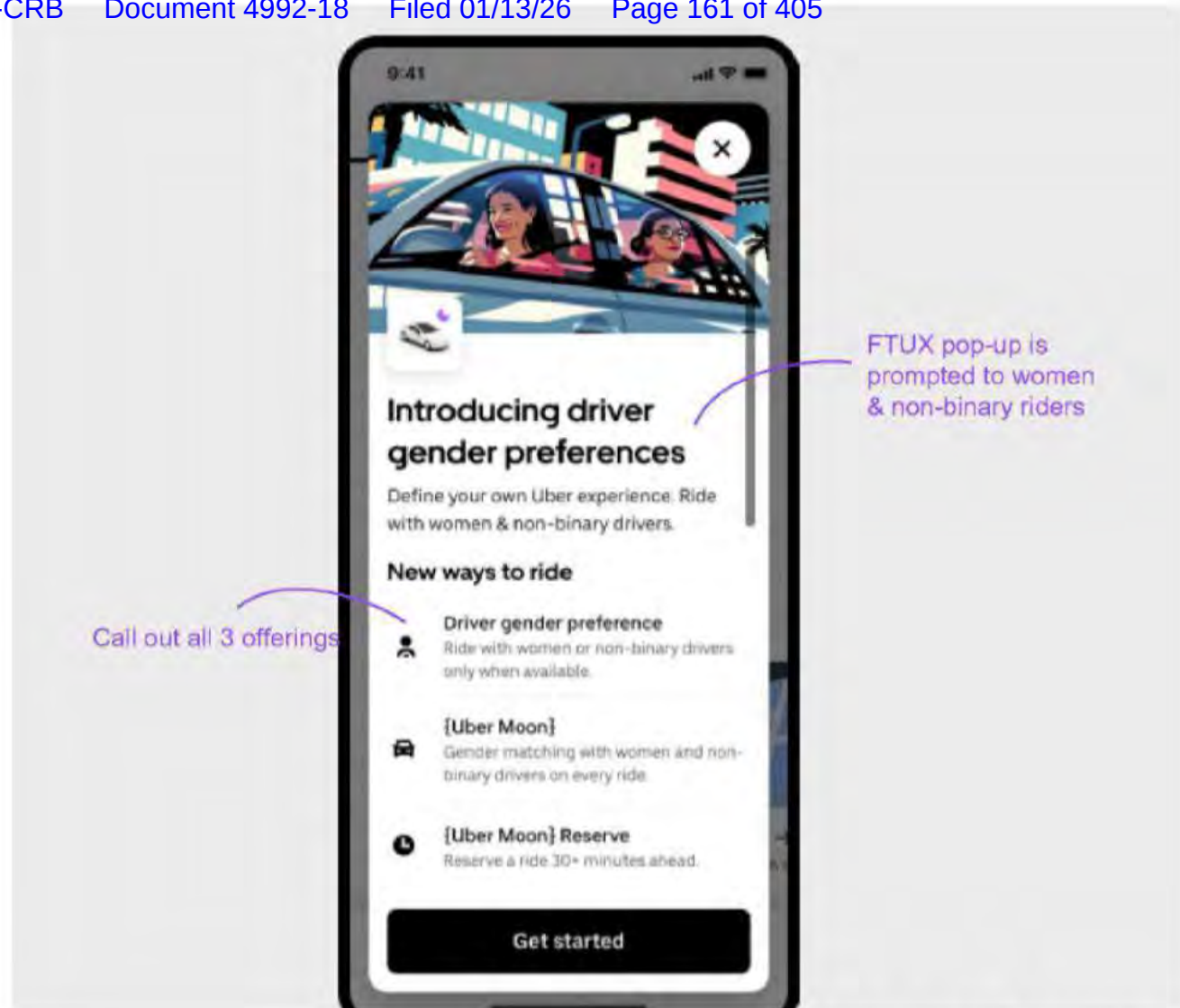
Dynamic FTUX landing page

1: Women + Verified 1 / 2

Verified women + non-binary riders are shown the feature offerings in the FTUX

2: Unknown + Verified

3: Men



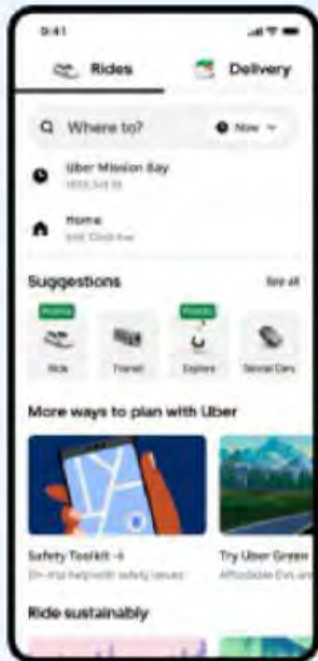
CONFIDENTIAL

UBER_JCCP_MDL_003040806

Option 1 - Long Version

[Prototype](#)

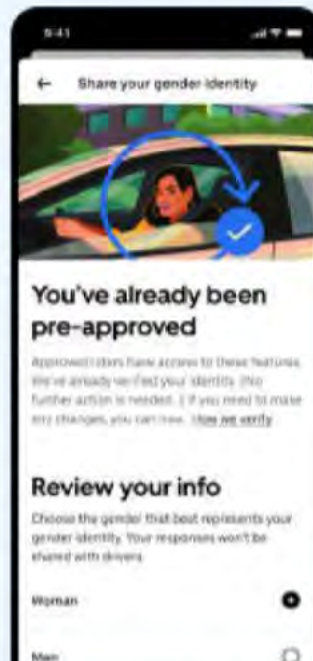
Onboarding experience



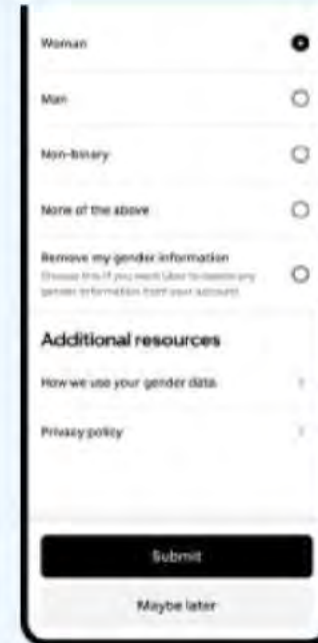
Rider home



Introduce product (FTUX)



Share your gender



Share your gender cntd



Learn more about how we verify

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Option 1 - Long Version

[Prototype](#)

Onboarding experience



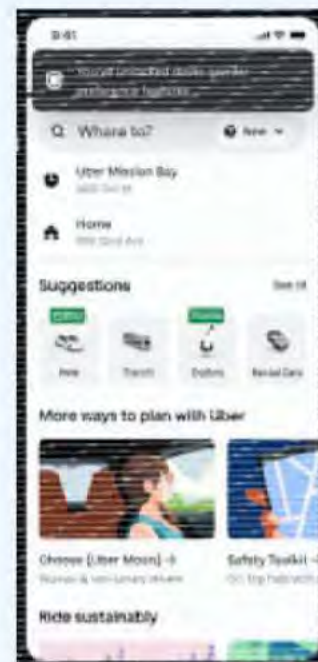
Introduce soft pref



Introduce on-demand



Introduce reserve



Completion toast

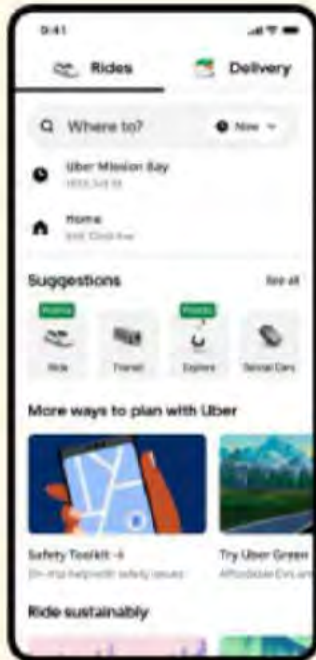
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Option 2 - Shorter Version

[Prototype](#)

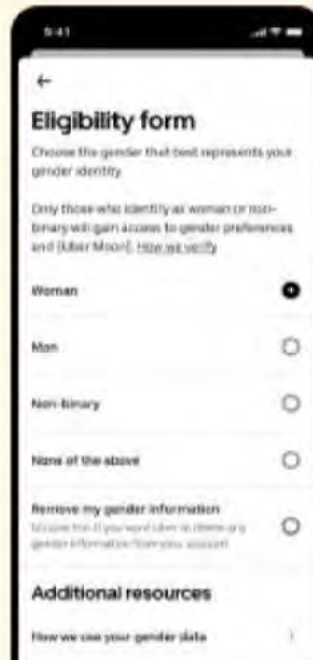
Onboarding experience



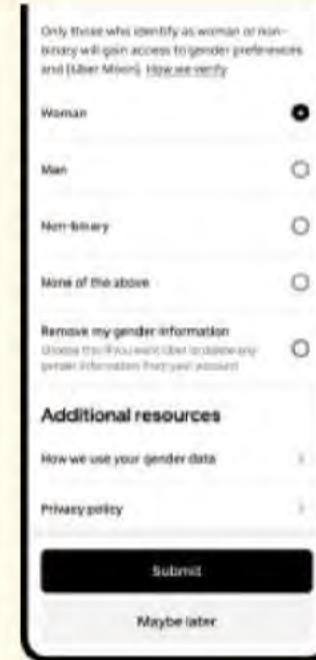
Rider home



Introduce product (FTUX)



Share your gender (simple)



Share your gender cntd



Learn more about how we verify

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Option 2 - Shorter Version

[Prototype](#)

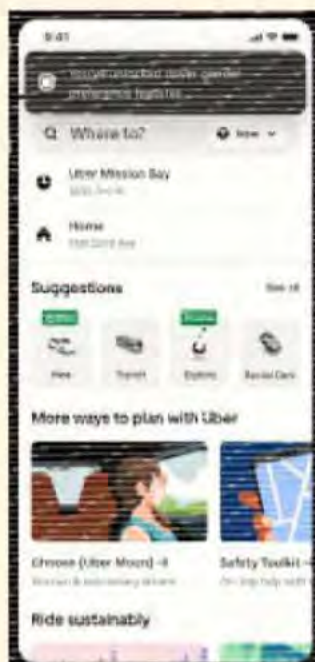
Onboarding experience



Rider home



Introduce product (FTUX)



Share your gender

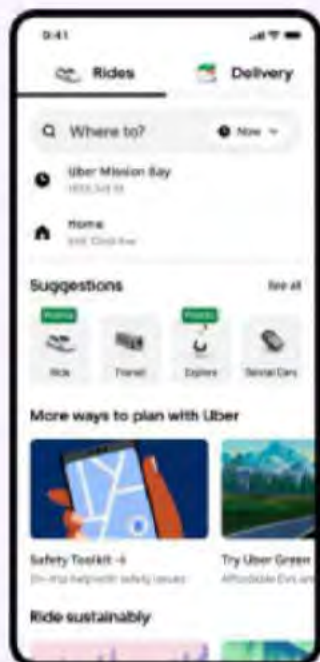
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Option 3 - Intent Based Settings Version

[Prototype](#)

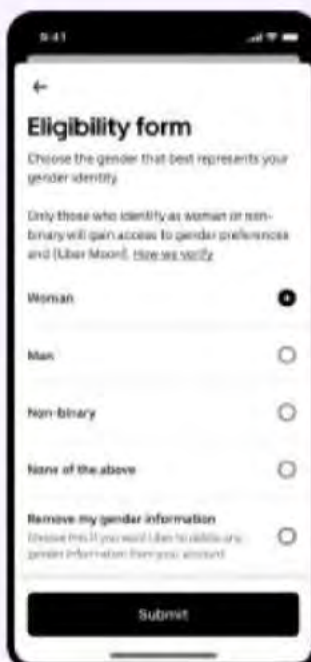
Onboarding experience (1/2)



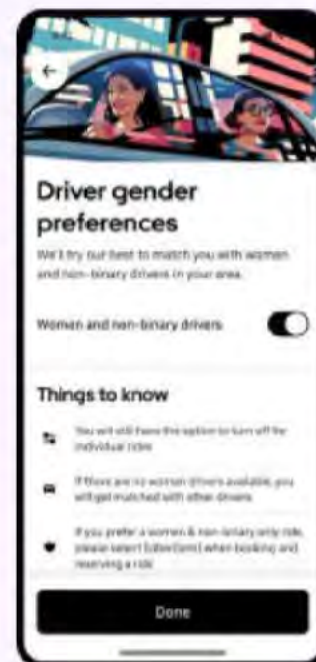
Rider home



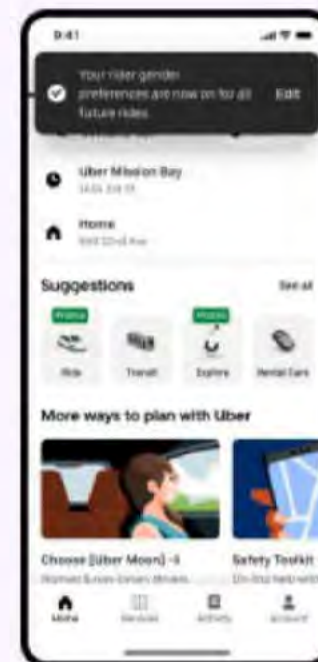
Introduce product (FTUX)



Share your gender (simple)



Soft pref settings



Toast screen that can take them back to settings

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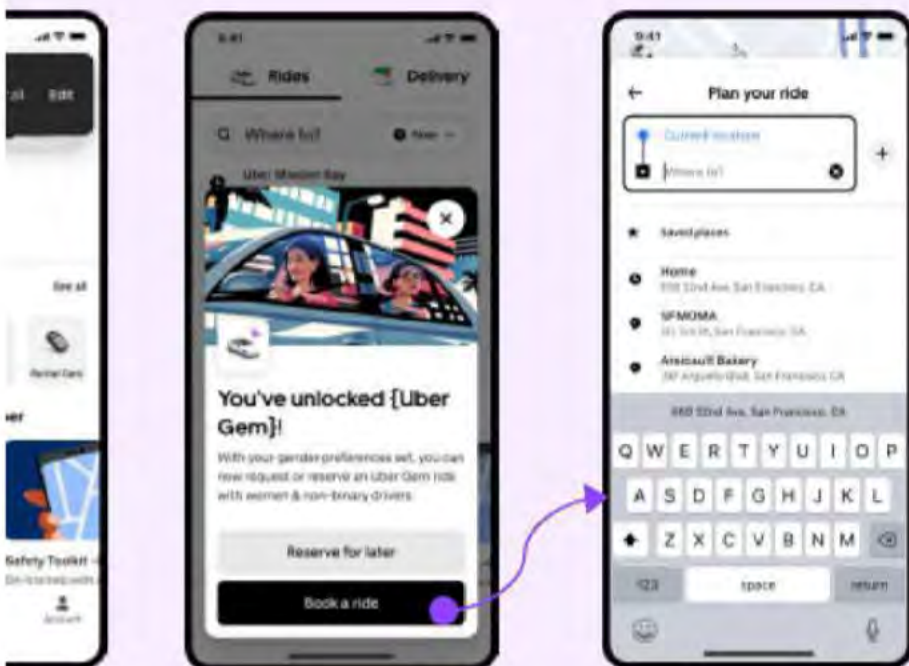
UBER_JCCP_MDL_003040811

Option 3 - Intent Based Settings Version

[Prototype](#)

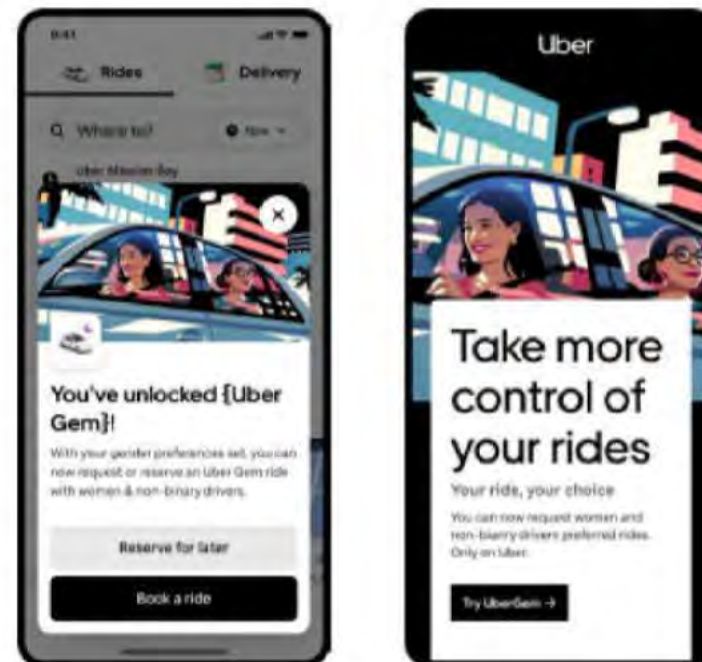
High booking intent

Low booking intent



Introduce both on-demand + reserve immediately after filling out the forms

CTA's can take them directly to booking screen



Introduce both on-demand and reserve options the next time they open the app or express booking intent

Use other comm channels like Emails, Push, Rings to promote {UberGem}

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Usability Test | Results

Long onboarding test
Women n=12, Nonbinary n=6

Short onboarding test
Women n=12, Nonbinary n=6

Gender notes:

NB participants (11/12) more interested in gender identification compared with women (12/24).

Only women were concerned with misrepresentation.

- Overall very good reception of the product idea.
- Onboarding length did not impact expect use (Long v short)
- Short onboarding (no reserve) had more confusion around on-demand.

Top hits:

- 1) Option flexibility needed (video)
- 2) Improved sense of safety
- 3) Reserve for NB very popular (6/6)
- 4) Uber knowing gender is expected.

Top concerns:

- 1) Availability of drivers
- 2) Reliability of wait time
- 3) Identification of women and NB

Top confusions:

- 1) 31/36 thought soft pref would increase match time
- 2) 20/36 thought hard filter was also a preference
- 3) 13/24 women thought everyone was eligible



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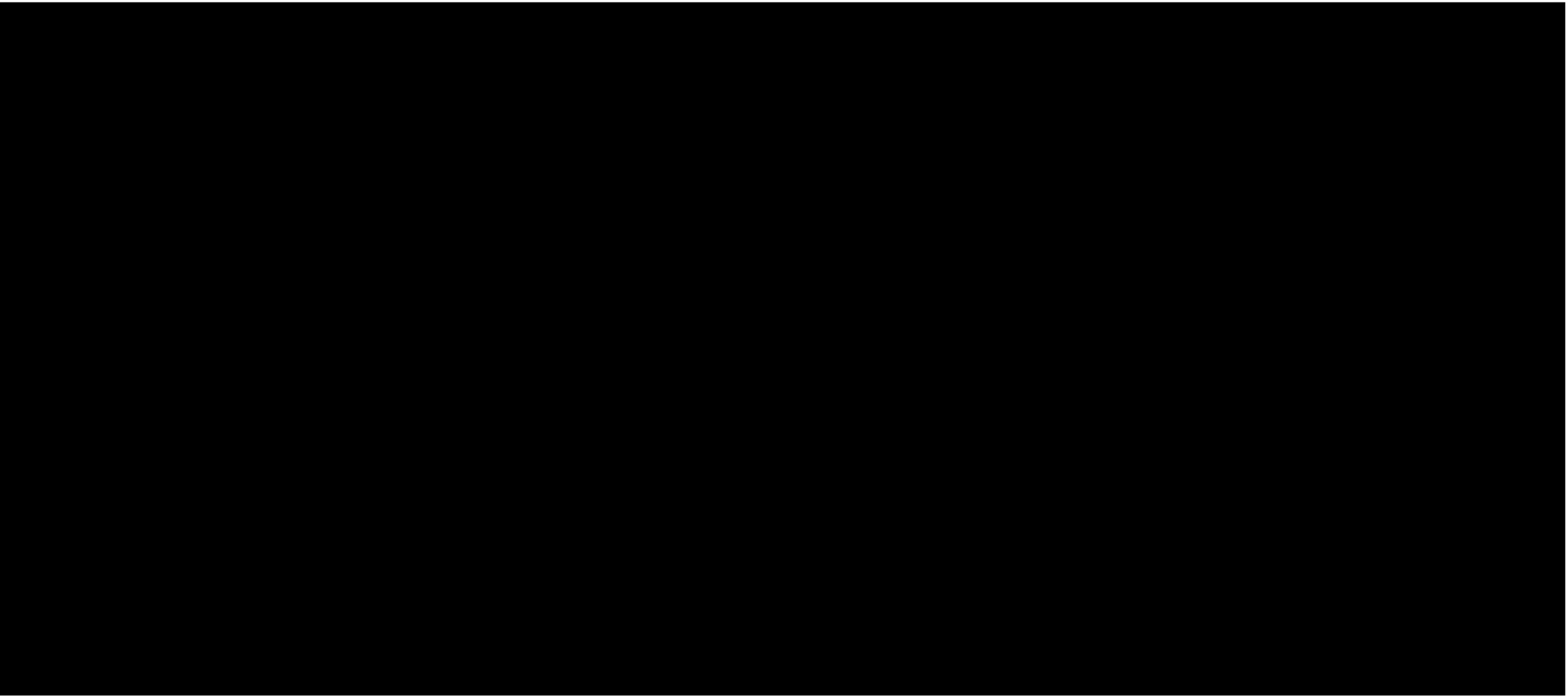
Product access/onboarding

Unverified women & non-binary riders

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Unverified Women&NB | Send comms for onboarding, allow to confirm gender, prompt for DocScan for rider verification, give product access



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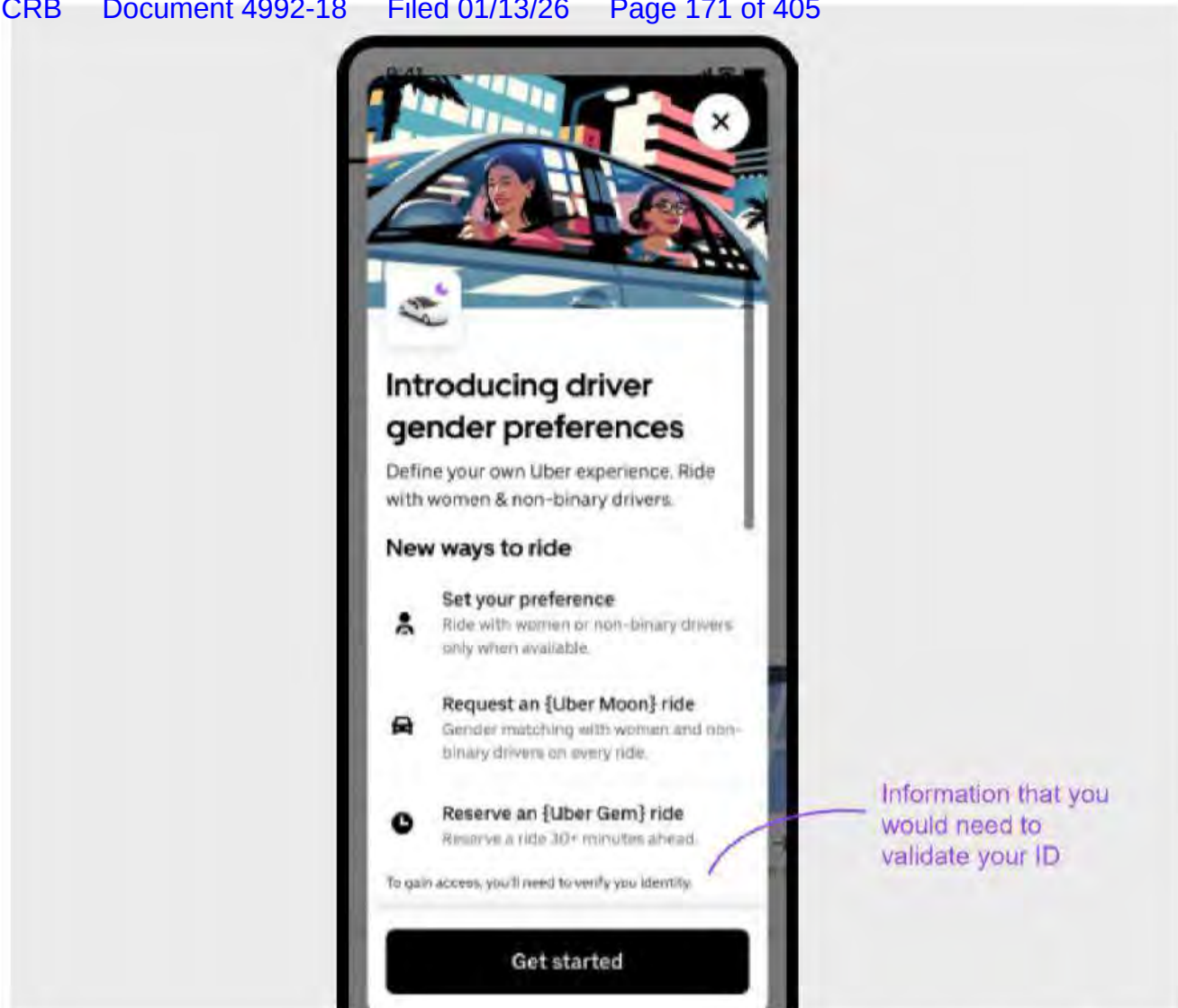
Dynamic FTUX landing page

1: Women + Unverified 2 / 2

Unverified women + non-binary riders see the FTUX with info on how to gain access.

2: Unknown + Verified

3: Men

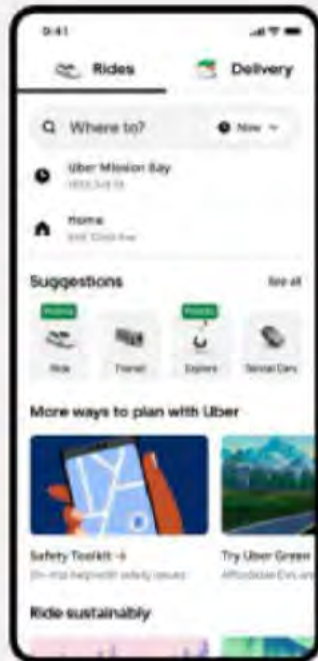


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Unverified women riders

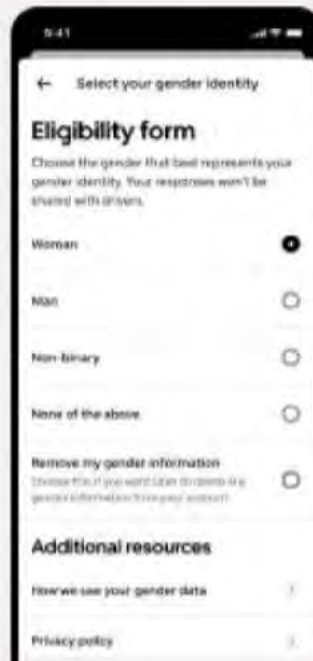
Onboarding experience



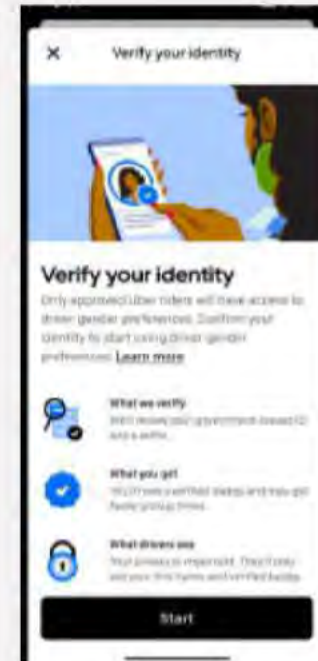
Rider home



Introduce product (FTUX)



Share your gender



Verify your ID with updated content



Choose ID

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Unverified women riders

Onboarding experience



Take photo



Info how to capture



Take photo



Review



Chose back of ID

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Unverified women riders

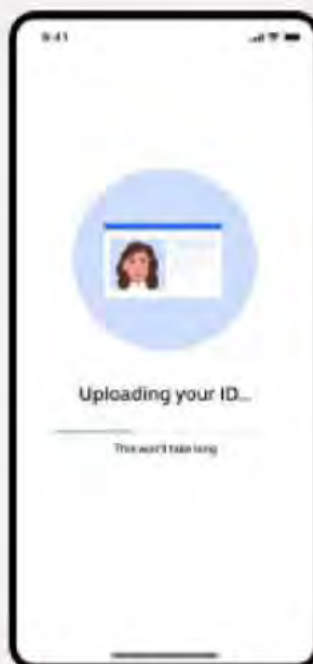
Onboarding experience



Rider takes photo of back of ID



Back of ID review



Uploading



Uploading



Uploading

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Unverified ridersOptional
stepRequired
step**Scenario:** A unverified woman/non-binary rider opens the Uber app after getting a marketing email**Option 1: Short FTUX →**

See a high level overview of the individual features

**Option 2: Long FTUX →**

Push a user to go through each individual feature

**Option 3: Settings FTUX →**

Link directly to settings for user to modify

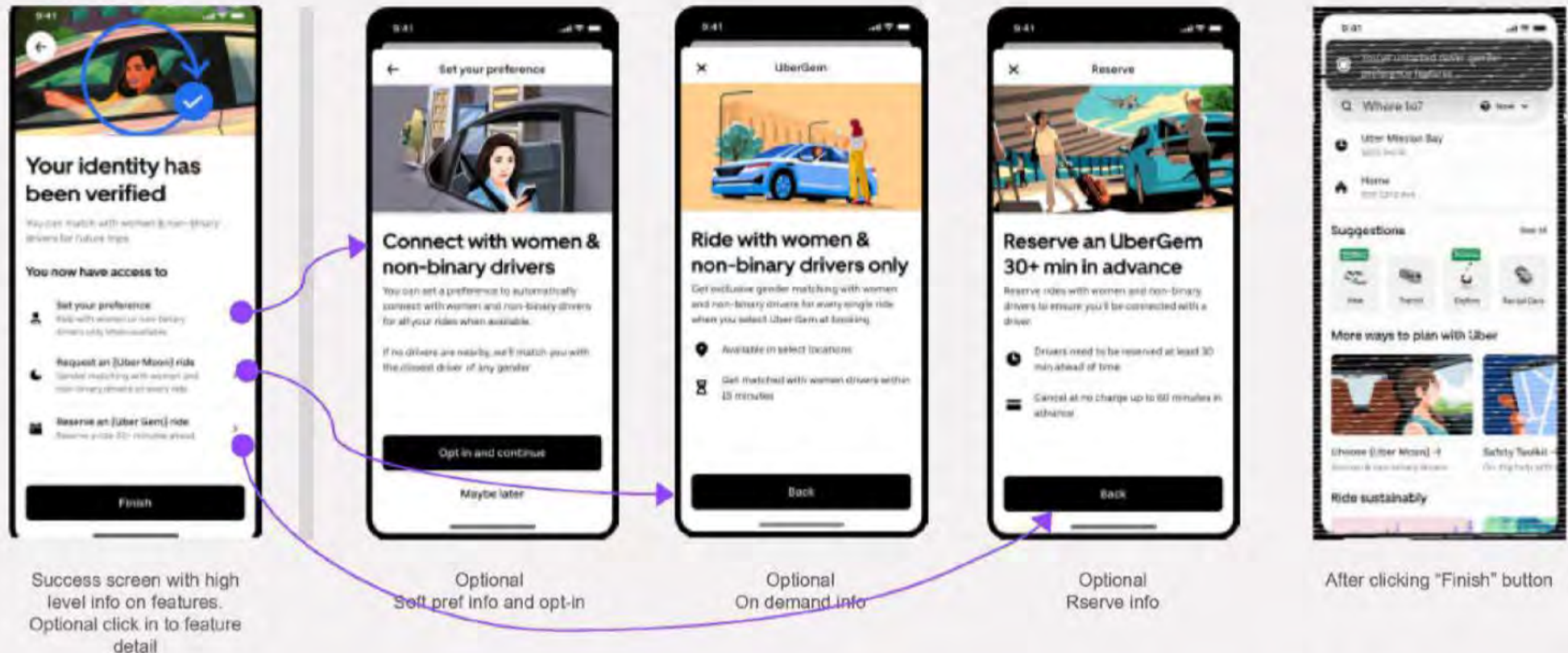


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Unverified women riders - Success - Option 1

Onboarding experience

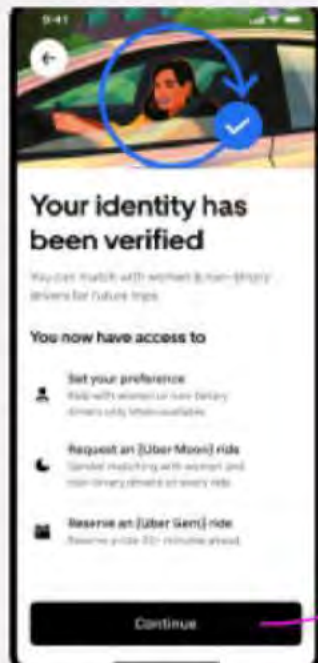


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Unverified women riders - Success - Option 2

Onboarding experience



Success screen with high level info on features.
Optional click in to feature detail



Optional
Soft pref info and opt-in



Optional
On demand info



Optional
Rserve info



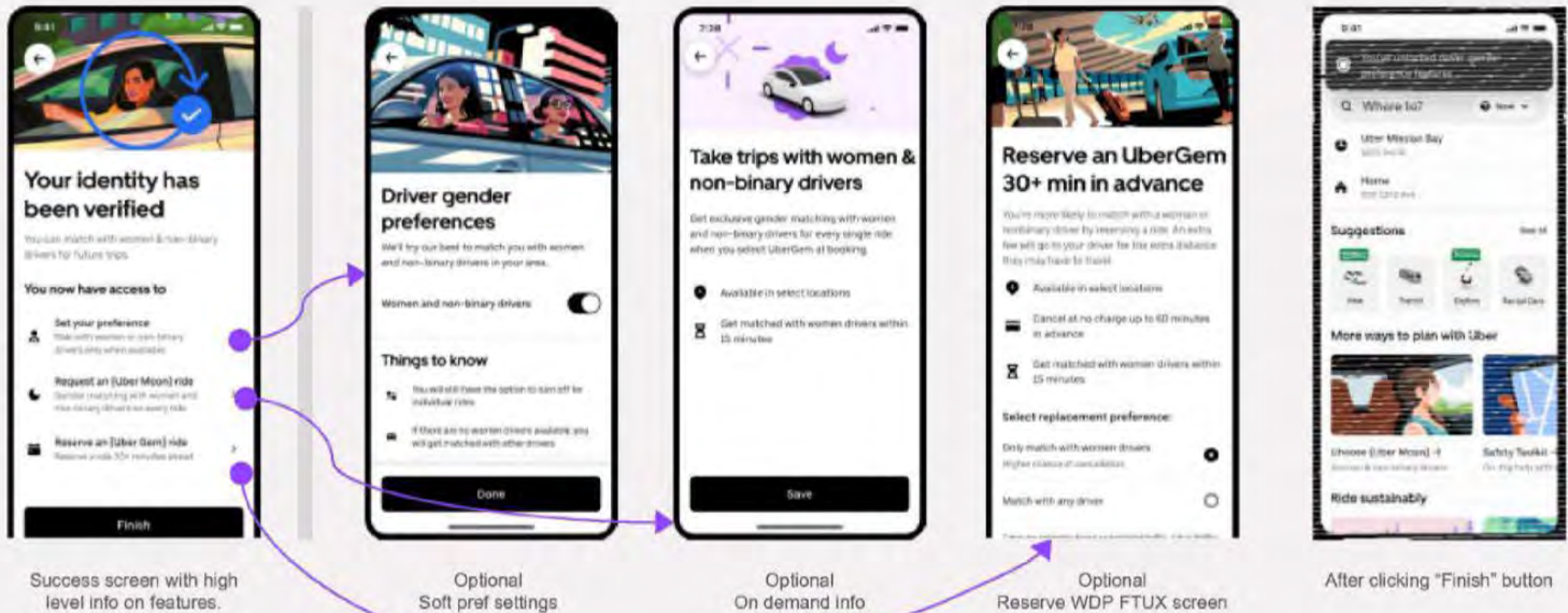
After clicking "Finish" button

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Unverified women riders - Success - Option 3

Onboarding experience



Success screen with high level info on features.
Optional click in to feature detail

Optional
Soft pref settings

Optional
On demand info

Optional
Reserve WDP FTUX screen

After clicking "Finish" button

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Design placeholder

Options being explored, highlight the ones we like better, talk about uxr

Slide 165 Notes

Significant impact vs Population impact

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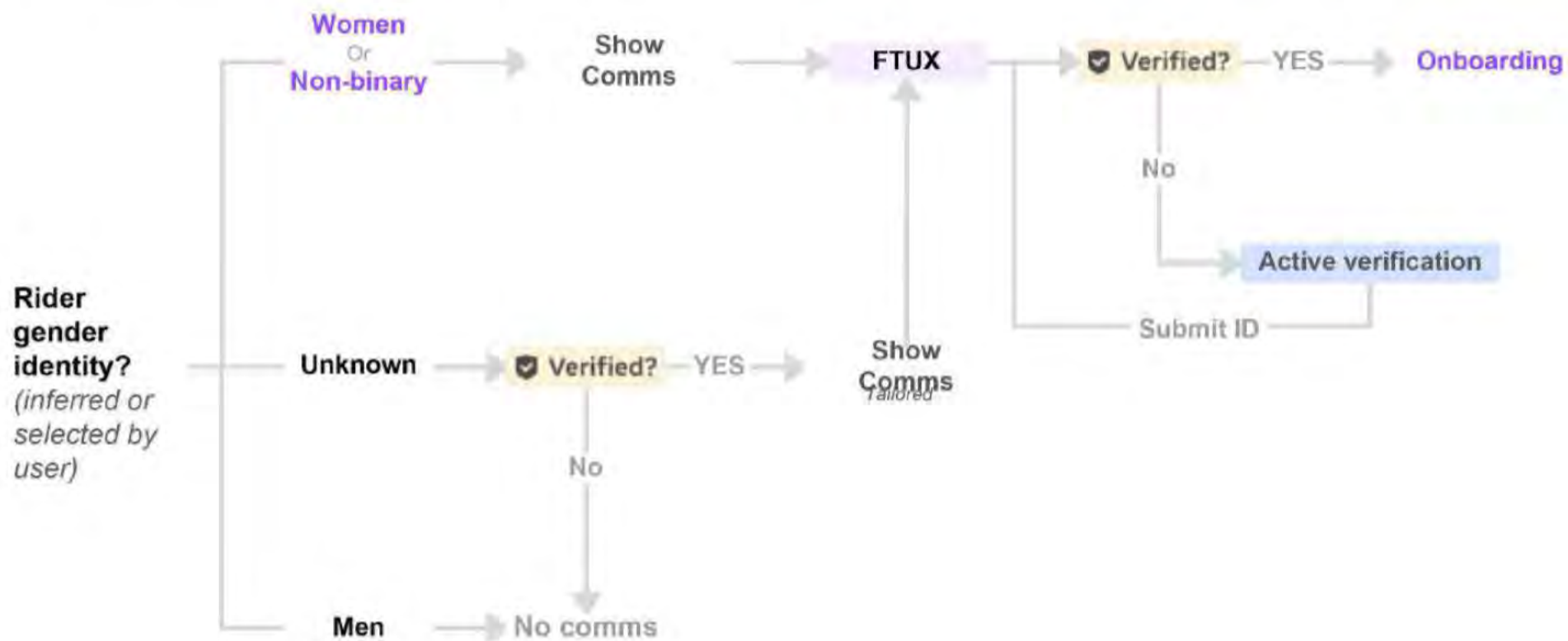
Product access/onboarding

Verified gender unknown

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High level flow pre-onboarding



Design placeholder

Slide 168 Notes

Significant impact vs Population impact

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Product access/onboarding

Unverified women & non-binary riders

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Design placeholder

Slide 170 Notes

Significant impact vs Population impact

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UBER_JCCP_MDL_003040832

Design placeholder

Slide 171 Notes

Significant impact vs Population impact

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UBER_JCCP_MDL_003040834

Product access/onboarding

Men & Unverified unknown gender riders

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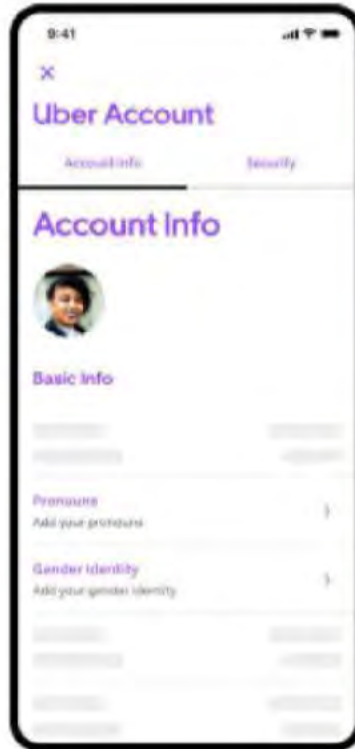
Losing Product Access User flow (women to men)

Comms WIP

Key entry points



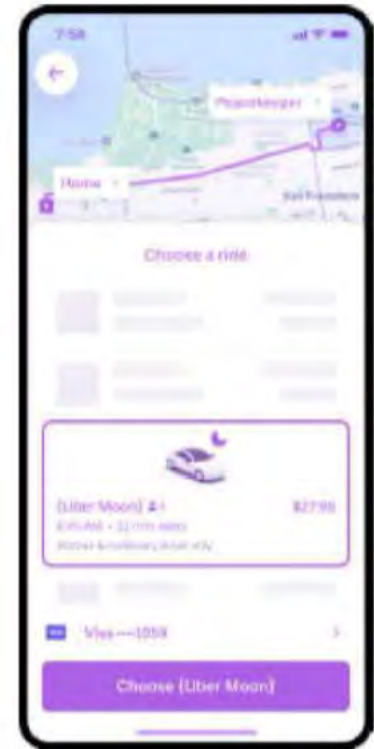
In-app FTUX

Ride Preference
Settings

Account info



Email



Product selector

Uber Moon Reserve

Earn experience

Primary offers

Navigate to Pick up

Pick-up

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Uber

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Gender Inference Model

Gender Inference Framework | How it works today

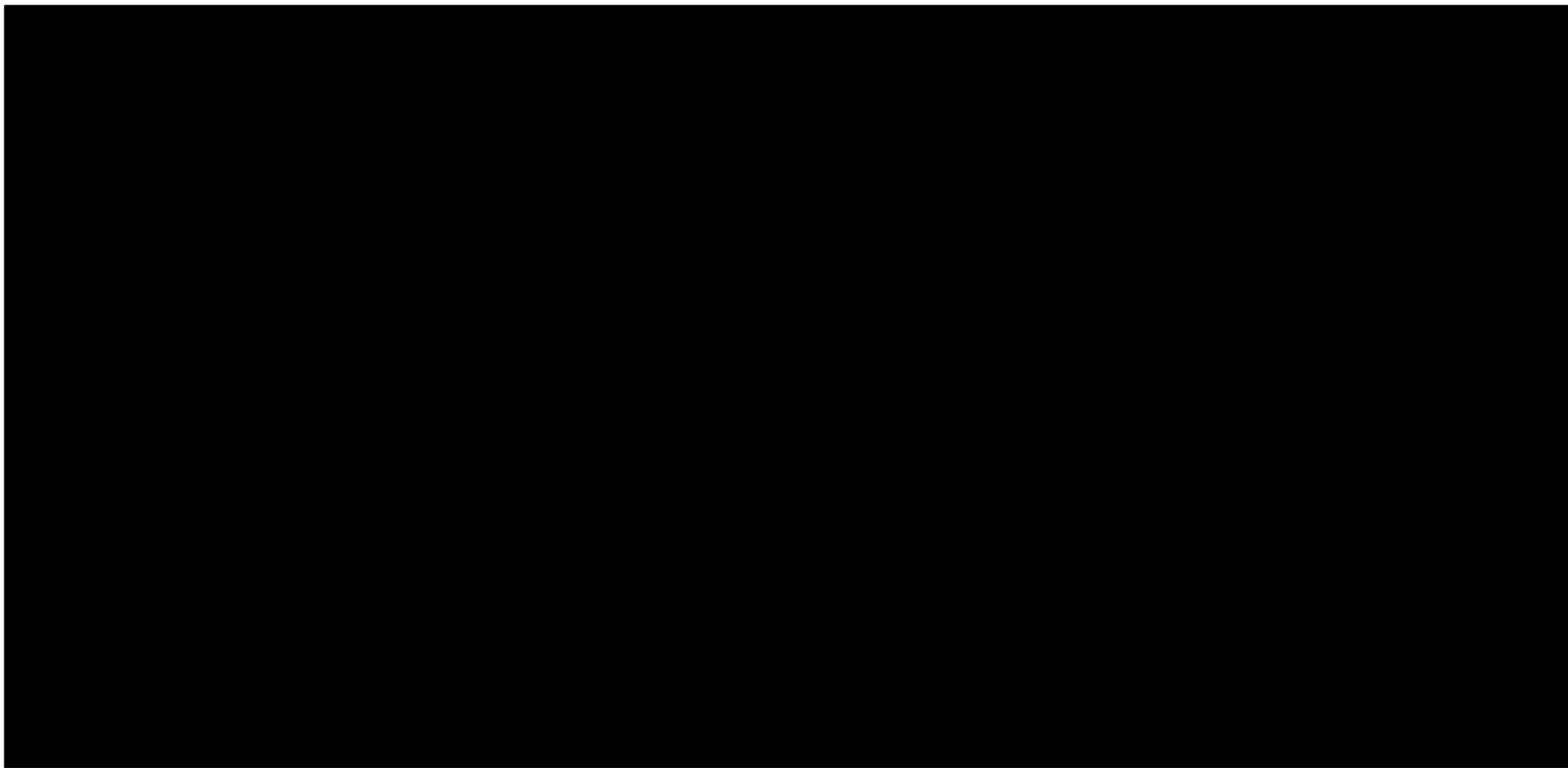
[REDACTED]

[REDACTED]

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Gender Inference Framework | Proposal



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Thanks!

XX

■ **XX**

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Onboarding for Non-verified Riders with Women inferred names | Email

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Onboarding for Verified Riders with Unisex inferred names | Email

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Onboarding for Non-verified Riders with Unisex inferred names | Email

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Other Entry points

Onboarding Entry Points | Launch month

Reserve | Rider Experience - Backup Flow

Reserve | Driver Experience

Matching - xx

Matching - xx

xx

xx

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Agenda

- Onboarding
- Entry Points
- Products to improve driver earnings when filter is turned on
- Cancellation Flow
- Gender Settings
- Changes to WRP from how it works today

Disclaimer

- Content is TBD
- Marketing working on landing a product name
 - Timeline for product name - xx
 - Finalize content - xx
 - Timeline for iconography and illustrations - xx

User Impact





Hard filter impact
Soft filter impact

Feel unsafe
(environment)

Feel safe
(men drivers)

Feel safe
(environment)

Feel unsafe
(men drivers)

-  Anna
-  Blaire
-  Carol
-  Daisy

C
"Please get me out
of here ASAP"

D
"I like to support
women drivers!"

B
"I want to leave
now and prefer a
women driver"

A
"I'm willing to wait
a bit longer"

Slide 191 Notes

Significant impact vs Population impact

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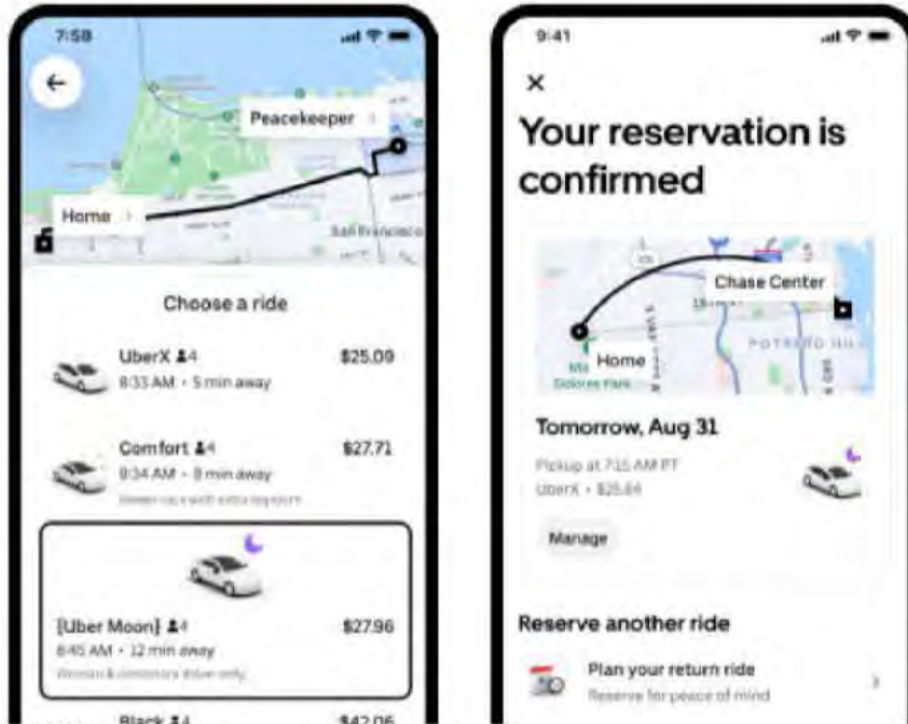
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3 features in one suite of options

{Uber Moon}

Guaranteed* matched with women & non-binary drivers

On-demand + Reserve



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Soft preference

Preferred matching setting

All trip types



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Slide 192 Notes

Time constraints safety primary limitations.

- Fewer available hours (day during school & night) due to caretaking responsibilities
- Safety is a key barrier for new drivers and limits willingness to drive at night
- (other attempts to increase competency and comfort like Virtual companions)
- Night time perceived to be more dangerous, risky rides.
- Risk is also why many women couriers don't drive, even though women make up almost ½ of courier deliveries
- Risk in the evening is high because they fear physical abuse particularly from men,
 - Risk not just to themselves but also if they are injured they can't fulfill caretaking responsibilities.





The research program for Women Driver and Rider included 12 studies including interviews to explore the need, usability tests to understand how and when to present and surveys to test for pervasiveness of need and confidence in generalizability.

- Driver Surveys (Uber n=600, Lyft only n=600)
- Women Driver Usability Tests (US / UK/ CA / Anz) n= 24 participants
- NB Driver Usability Tests (US / UK/ CA / Anz) n= 8 participants
- Women Driver US Prototype tests (gender declarations) n = 1

Use cases

Blaire_{she/they}

Blaire just walked out late at night from a bar that just closed

-  Power rider
-  Feels unsafe in their environment
-  Cautious about travelling alone at night with a man
-  Presentation of gender identity:

“I want a woman driver, especially at night, but I don’t want to wait too long”



Use cases

Eman_{she/her}

Eman would only use rideshare if her driver was a woman

Not an uber user



TBD



Only wants a women driver



Presentation of gender identity:



“Because of my religion, no men in the car while driving”

Use cases

Carol_{she/her}

Carol is in a an environment that makes her feel afraid



Infrequent rider



Feels unsafe in her environment



Comfortable riding with a driver of any gender

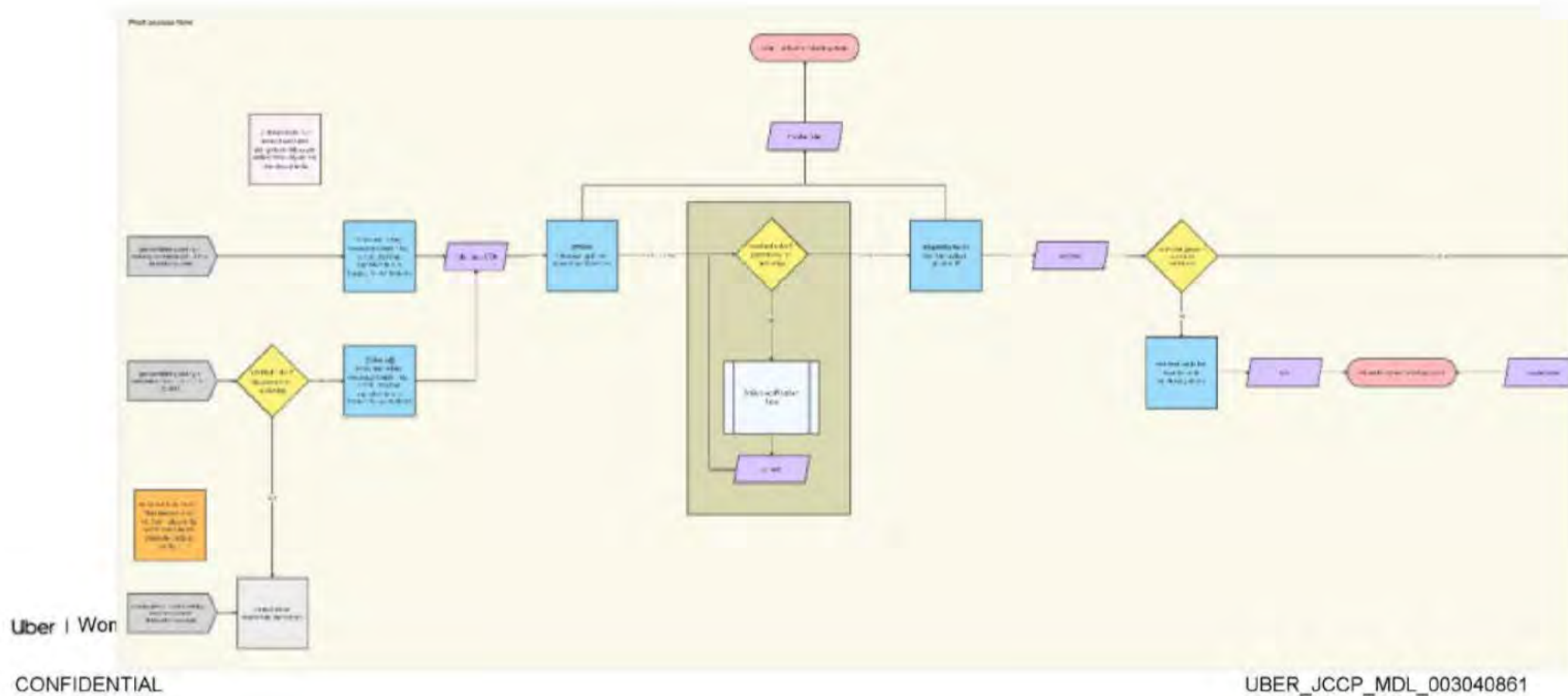


Presentation of gender identity:



“I just want the fastest ride out of there”

User flow (high-level)



Slide 196 Notes

Significant impact vs Population impact

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Use cases

Anna she/her

Anna feels tipsy after 3 drinks at a restaurant. She wants to get matched to a woman driver and feels safe to wait here.



Infrequent rider



Feels safe in her environment



Cautious about travelling alone at night with a man



Presentation of gender identity:

“I would absolutely feel 100% safer with a female driver. Especially coming home from a bar where I have consumed alcohol.”



Use cases

Daisy^{they/them}

Daisy is excited to see more women drivers on the platform

- Occasional user
- 🛡 Feels safe in their environment
- ⚠ Comfortable riding with a driver of any gender
- 🧑 Presentation of gender identity:



"I think making it fun and empowering rather than babying....Making sure that the release of something like this isn't like 'it's a dangerous world, protect yourself' like everybody's a predator except for female drivers. Instead, make it more a celebration of empowerment and making

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Who will have access

Near term

Only **verified riders** who identified their gender as **woman** or **non-binary**

Long-term

Only **verified** or [REDACTED] who identified their gender as **woman** or **non-binary**

Riders can be either [REDACTED]
[REDACTED] **verified**:
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Slide 199 Notes

[REDACTED]

[REDACTED]

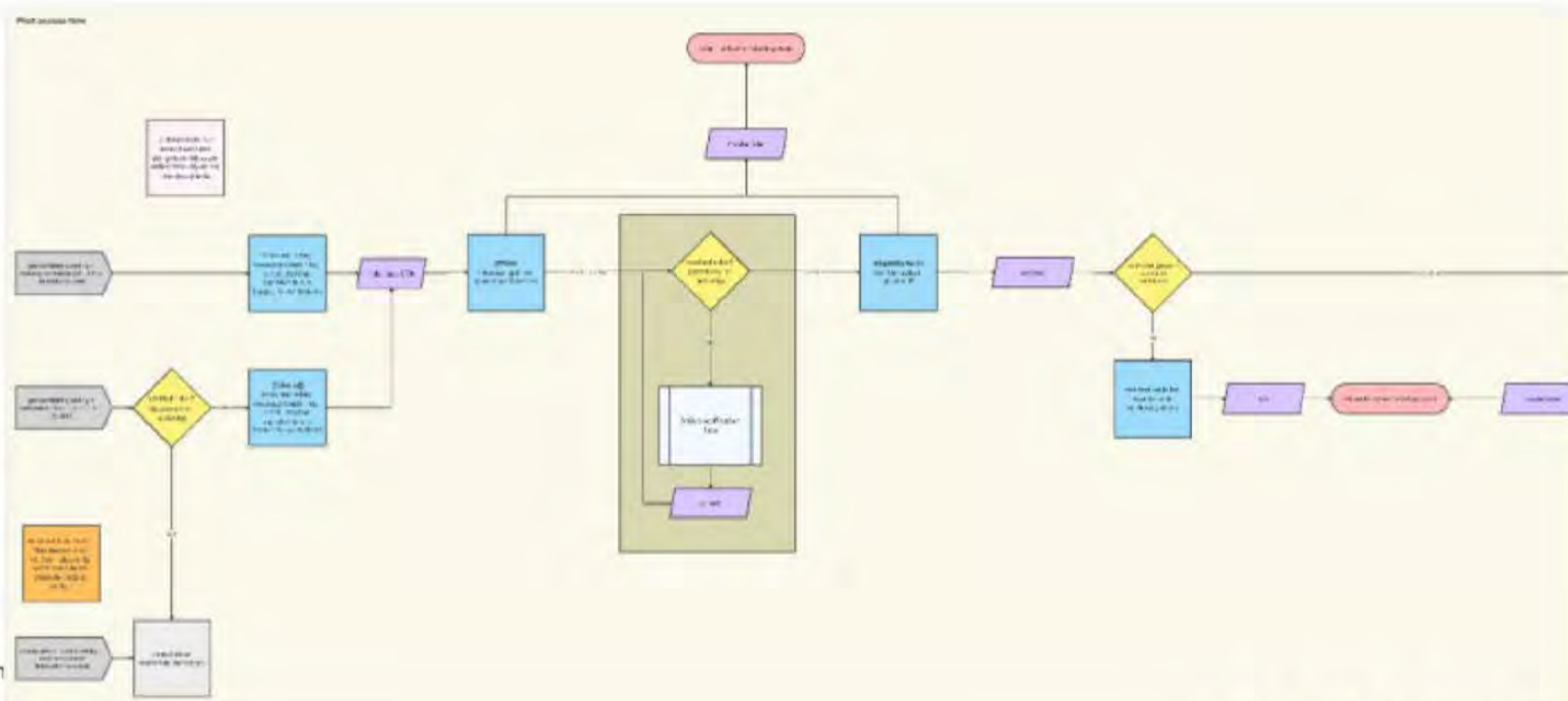
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

User flow



Über | Won

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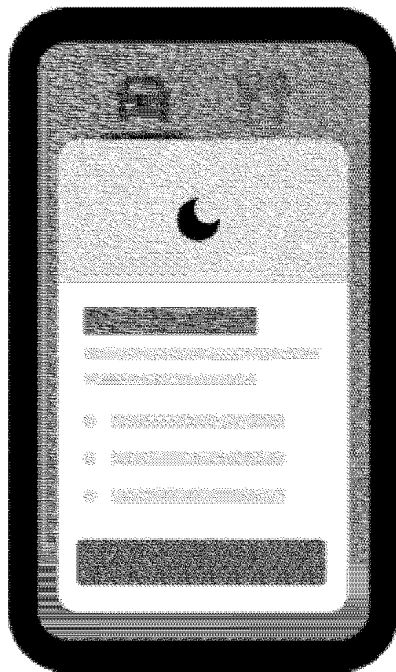
Slide 200 Notes

Significant impact vs Population impact

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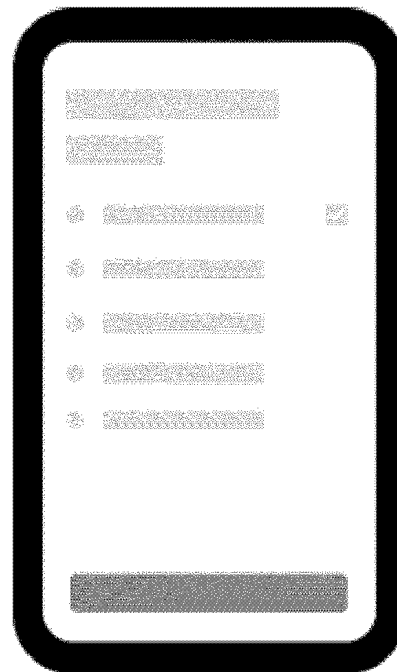
UBER_JCCP_MDL_003040868

User flow (high-level)



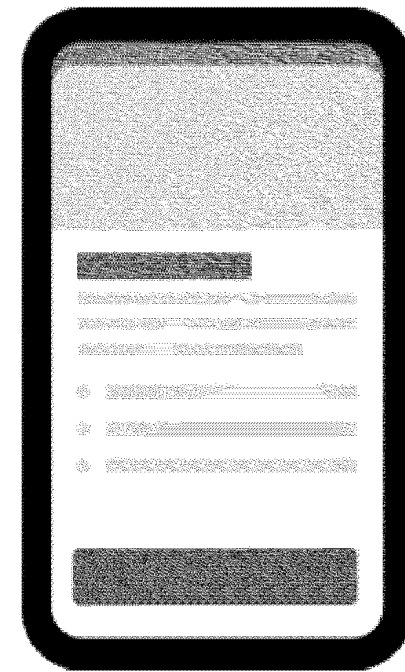
FTUX

Introduce the suite of products



Eligibility form

Confirm gender identity



Soft preference Opt-in

Opt-in to Soft preference

Slide 201 Notes

Significant impact vs Population impact

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Rider Product Access

Rider product access

Leverage the Rider ID workstream for product access for women & non-binary riders

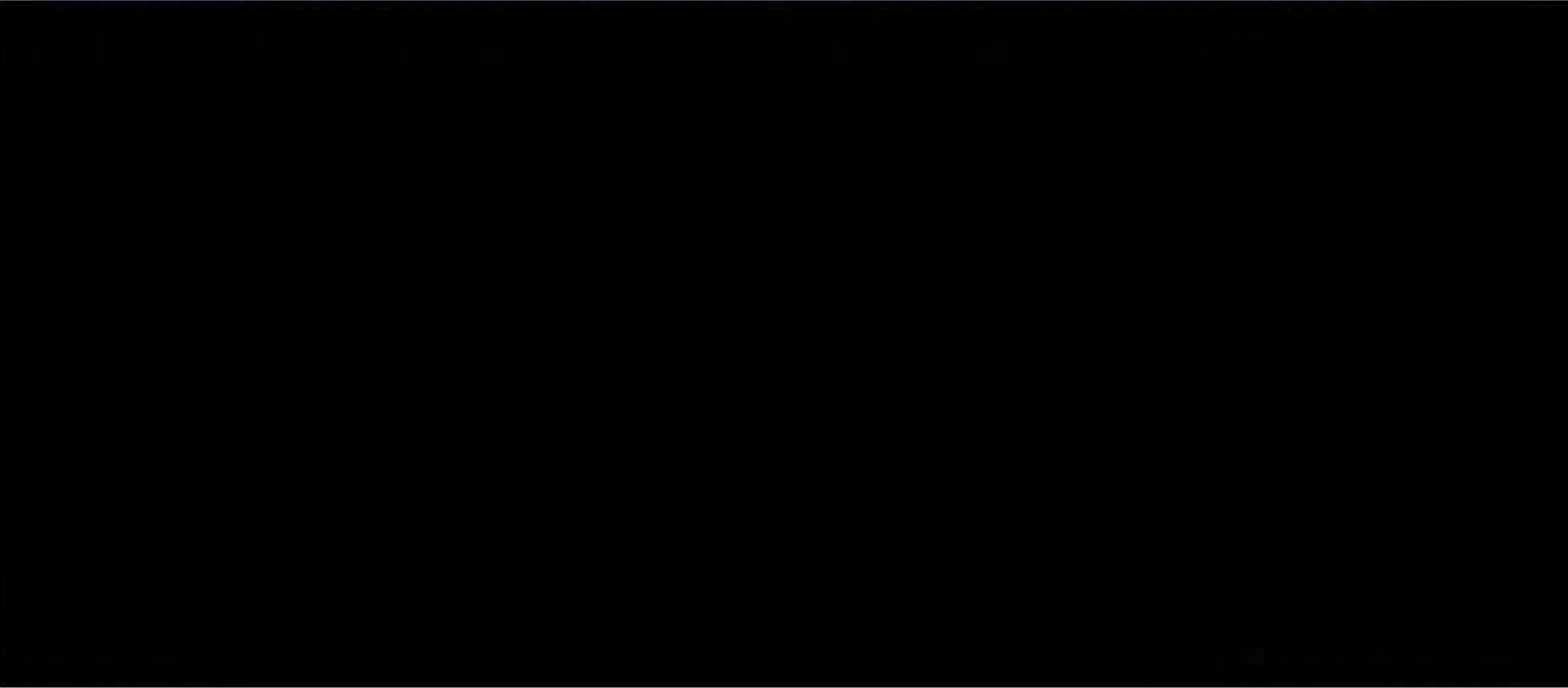


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Rider Product Access

Only verified riders who are women or non-binary would get access to the product.



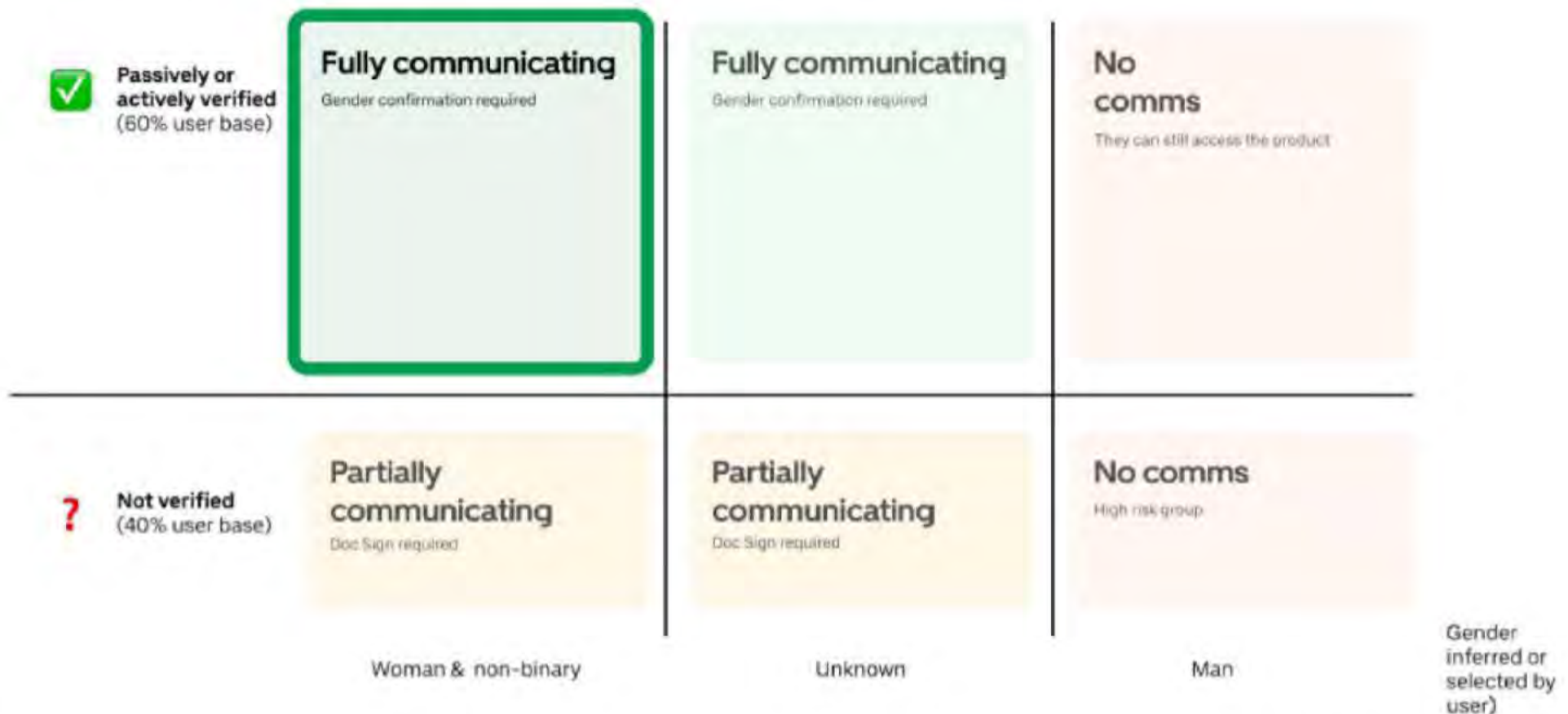
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Rider Onboarding

Matching Flow

Who will receive comms to opt-in



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Slide 207 Notes

Significant impact vs Population impact

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Dynamic FTUX landing page

1: Women Verified

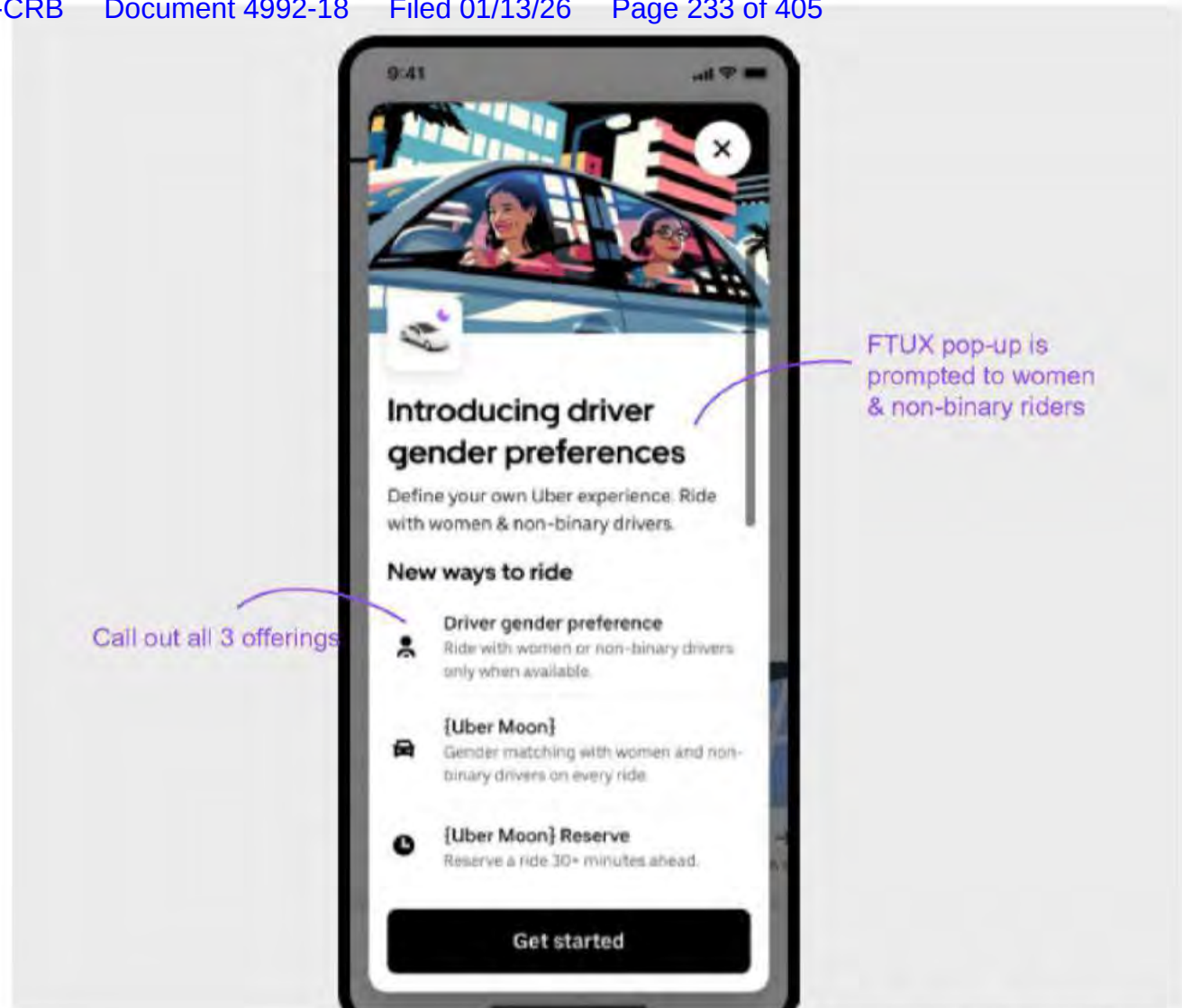
Verified women & non-binary riders are shown the feature offerings in the FTUX

2: Unverified + Women

3: Verified + No gender

4: Unverified + No gender

5: Men



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Dynamic FTUX landing page

1: Verified + Women Verified

2: **Unverified +**
Women

Unverified women & non-binary riders are told about the feature + how to get access

3: Verified + No gender

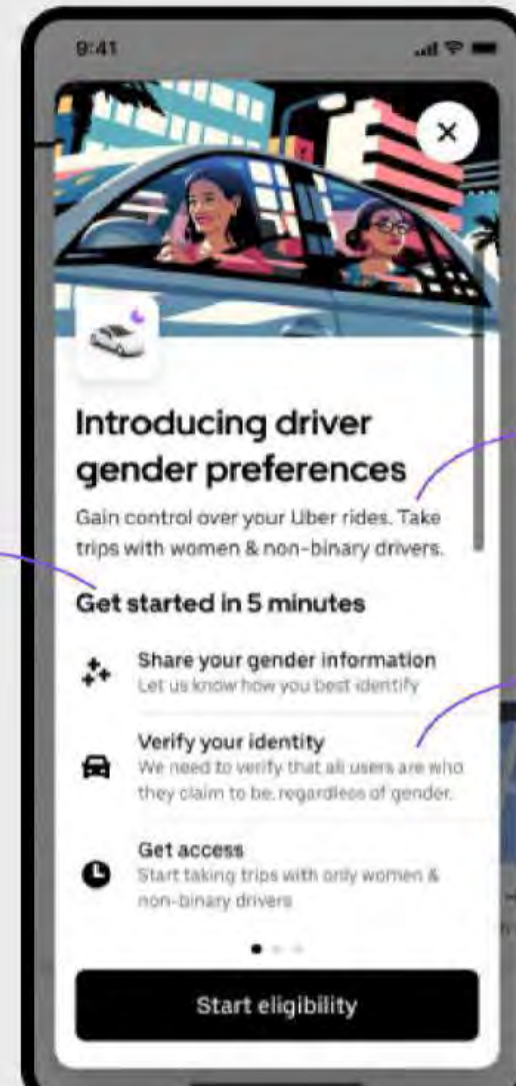
4: Unverified + No gender

5: Men

Quick and easy

Incentivize rider by giving a brief summary of the feature they could unlock

Riders are shown all the steps involved to get access



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Dynamic FTUX landing page

1: Verified + Women

2: Unverified +
Women

3: **Verified + Unknown gender**

Same as above

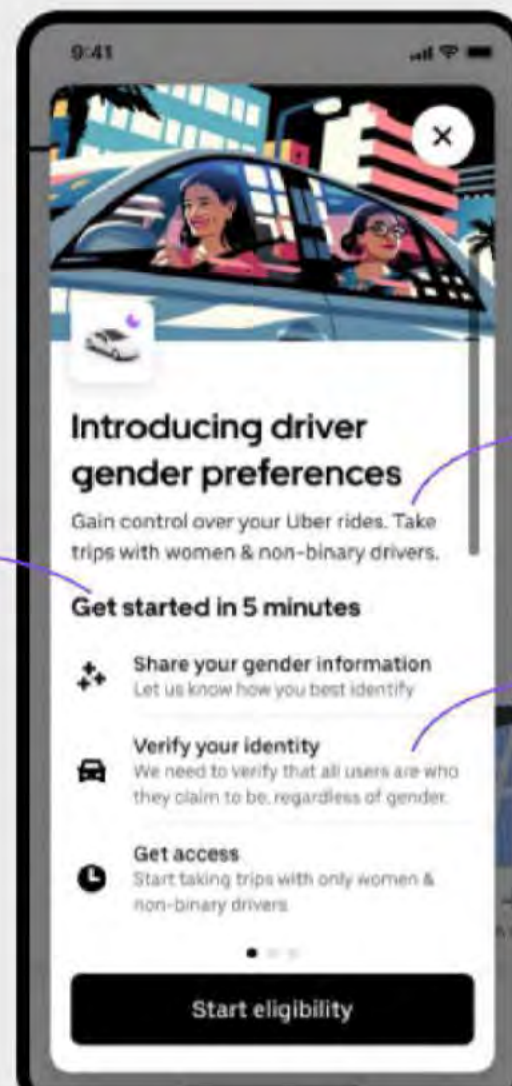
4: Unverified + No
gender

5: Men

Quick and easy

Incentivize rider by
giving a brief summary
of the feature they
could unlock

Riders are shown all
the steps involved to
get access



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Dynamic FTUX landing page

1: Verified + Women

2: Unverified +
Women

3: Verified + No gender

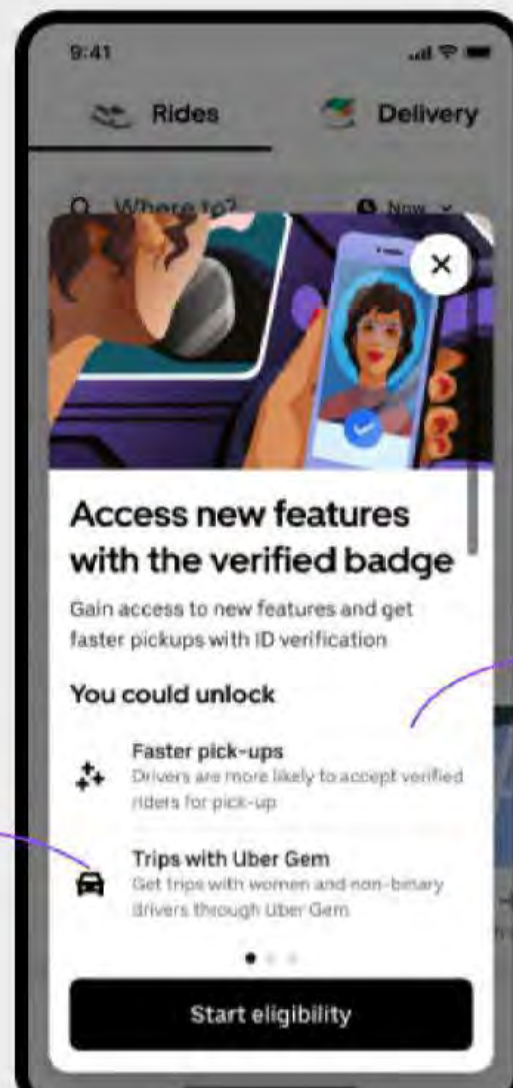
4: **Unverified + Unknown gender**

Would apply mainly to unisex names.

Encourage these riders to get verified and
call out the benefits of verification.

5: Men

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Focus primarily on the
benefits of verification

Short mention of
Uber Moon

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Dynamic FTUX landing page

1: Verified + Women

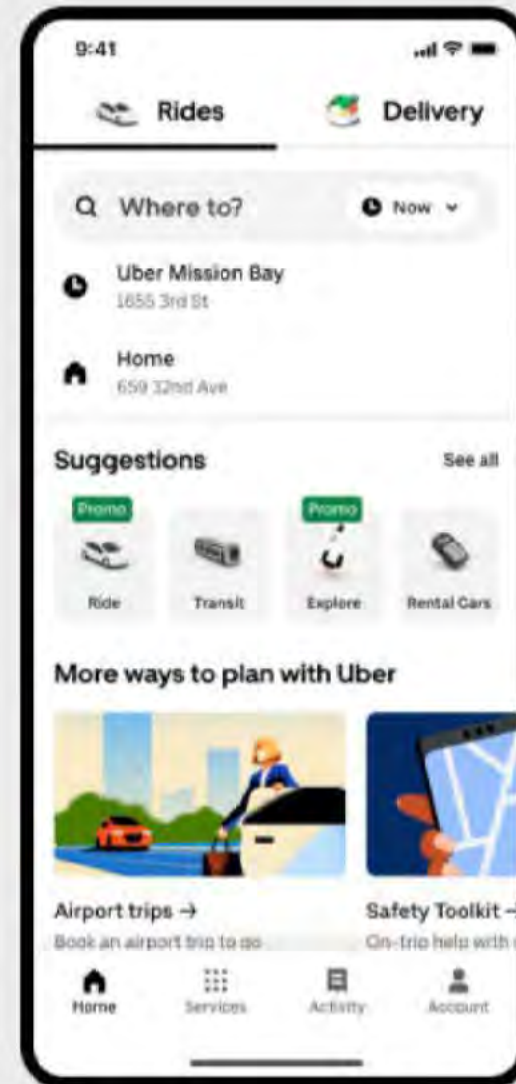
2: Unverified +
Women

3: Verified + No gender

4: Unverified + No
gender

5: Men

No product access or in-app promos for this
feature



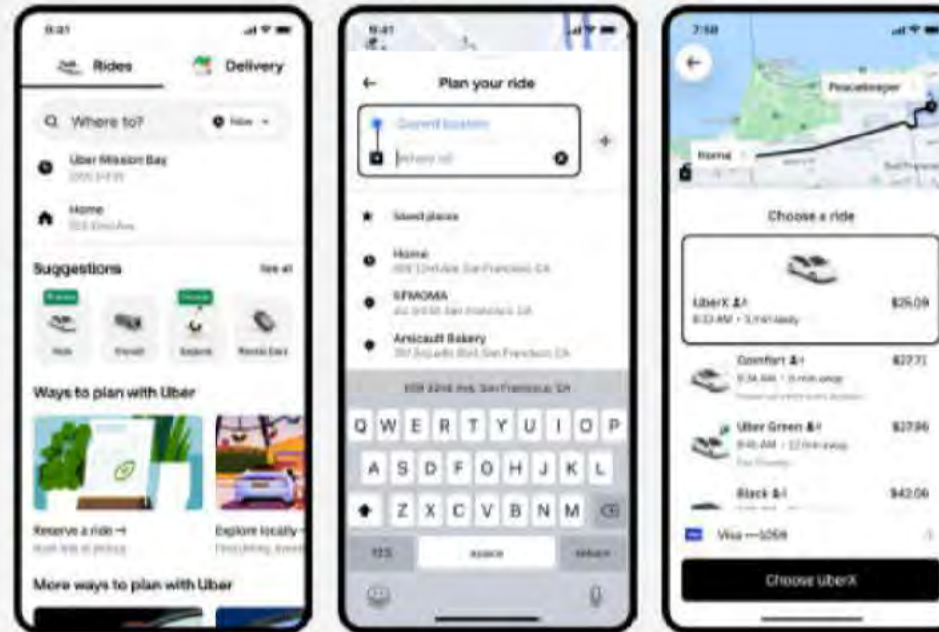
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Soft Preference | Rider Experience

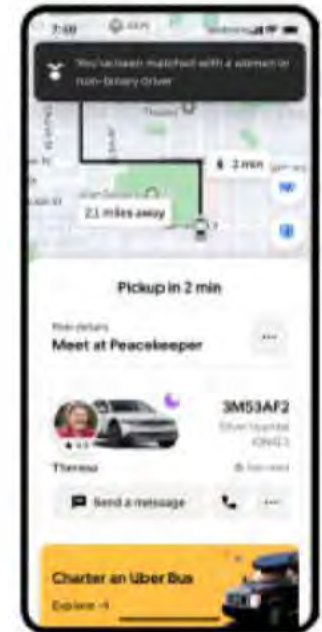
Similar experience

- No changes during the booking experience.
- At pick-up the rider will be notified that there is a woman driver



Same UX as today

No impact on booking experience



Pick-up

Success toast when match with preference

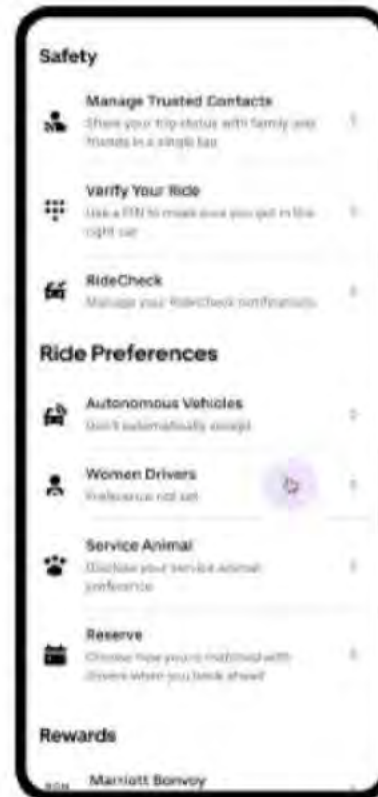
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Soft Preference | Rider Experience

Settings

- Within settings rider can change their preference to get matched with woman driver



New endpoint

New endpoint within ride preferences



Settings details

Toggle for rider to turn feature on or off

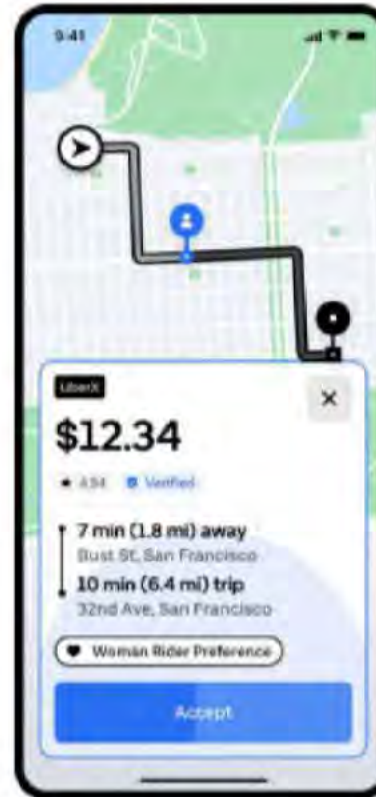
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Soft Preference | Earner Experience

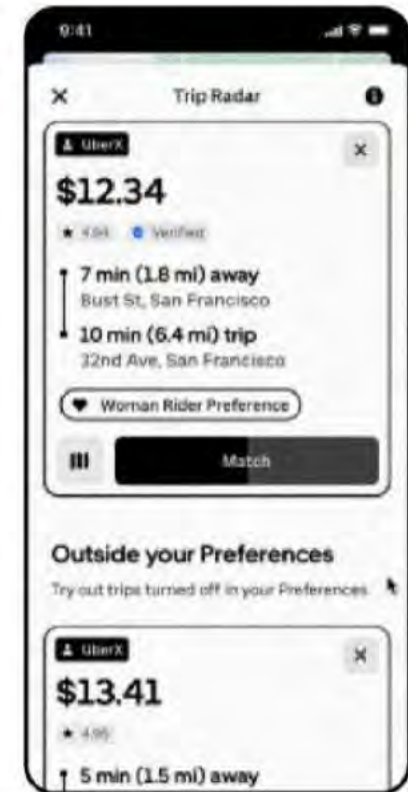
Incoming trips

- Highlight rider with WDP preference in incoming trip



Primary offers

Showcase WDP in ranking
as a tag



Trip radar

Showcase the WDP tag
for trip radar offers

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CP2 discussion goal

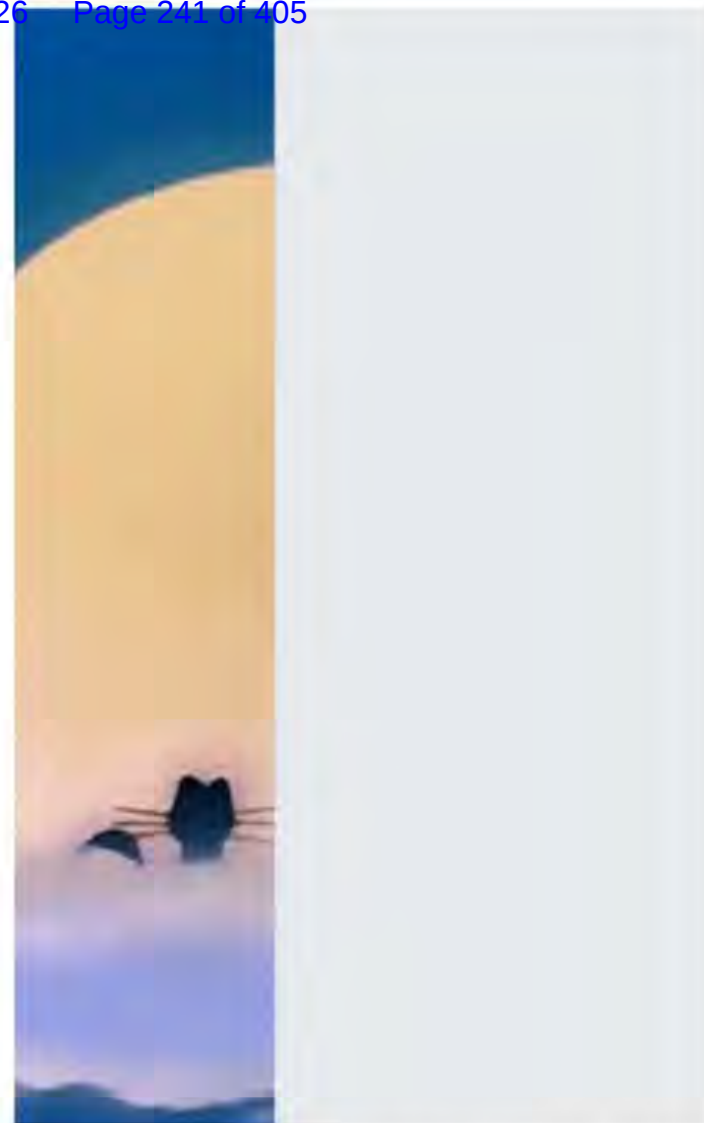
Review solution concept, and align on the Rider onboarding and booking flow

Feedback on product access & onboarding flows – the logic, information, flow & navigation – *not* finals visuals or content

Feedback on booking (Hard Filter, Reserve & Soft Preference) & TripX – the flow, design & content

Following this discussion we will have CP3s for more refined design & content

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Key use cases

Inferred gender/self-identified in setting



ID Verified



Unverified

RIDER
GENDER:What's the % of each use
case?

1. Women

Women

Non-binary

Unknown

Men

Women

Non-binary

Unknown

Men

2. Non-binary

Women

Non-binary

Unknown

Men

Women

Non-binary

Unknown

Men

3. Unknown

Women

Non-binary

Unknown

Men

Women

Non-binary

Unknown

Men

4. Man

Women

Non-binary

Unknown

Men

Women

Non-binary

Unknown

Men

Uber Women Driver Preference

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Why are we doing this?

Safety remains a top concern for women, and we must do more to prove Uber's true commitment to it.



User problem

Many women doubt Uber's safety commitment □ □
 Nearly every woman has had an uncomfortable or dangerous rideshare experience □ □



Business impact

Women make up 40-50% of Uber's riders, so it's crucial to show our commitment to a safe, inclusive community.
[#standforsafety](#) □ □ □ □



UXR insights

We've conducted 12 studies, including interviews to explore the need, usability tests to understand UX, and surveys to assess the prevalence of need and confidence in generalizability
 □ □



Our opportunity

.....

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Slide 218 Notes

Time constraints safety primary limitations.

- Fewer available hours (day during school & night) due to caretaking responsibilities
- Safety is a key barrier for new drivers and limits willingness to drive at night
- (other attempts to increase competency and comfort like Virtual companions)
- Night time perceived to be more dangerous, risky rides.
- Risk is also why many women couriers don't drive, even though women make up almost ½ of courier deliveries
- Risk in the evening is high because they fear physical abuse particularly from men,
 - Risk not just to themselves but also if they are injured they can't fulfill caretaking responsibilities.

The research program for Women Driver and Rider included 12 studies including interviews to explore the need, usability tests to understand how and when to present and surveys to test for pervasiveness of need and confidence in generalizability.

- Driver Surveys (Uber n=600, Lyft only n=600)
- Women Driver Usability Tests (US / UK/ CA / Anz) n= 24 participants
- NB Driver Usability Tests (US / UK/ CA / Anz) n= 8 participants
- Women Driver US Prototype tests (gender declarations) n = 1

Design principles



1. Prioritize safety and trust

Build with safety top of mind by gating access to verified riders and using the inference model to identify women riders. Maintain continuous monitoring for when the product might get abused.



3. Create equitable onboarding + support

Provide effective and equitable gender verification for both riders and drivers and create specialized support for reporting fraud or discrimination.



2. Allow self-identification and user choice

Allow users to self-identify their gender. Clearly communicate how we might use people's gender data and give users choice. Provide control to users when sharing gender data and give them the ability to edit or remove their information as needed.



4. Build with gender inclusion

Use affirming and inclusive language, addressing the diverse needs of marginalized genders especially those that are non-binary or trans. Incorporate educational moments to explain gender-related terminology and safe behaviors.

Dynamic FTUX landing page

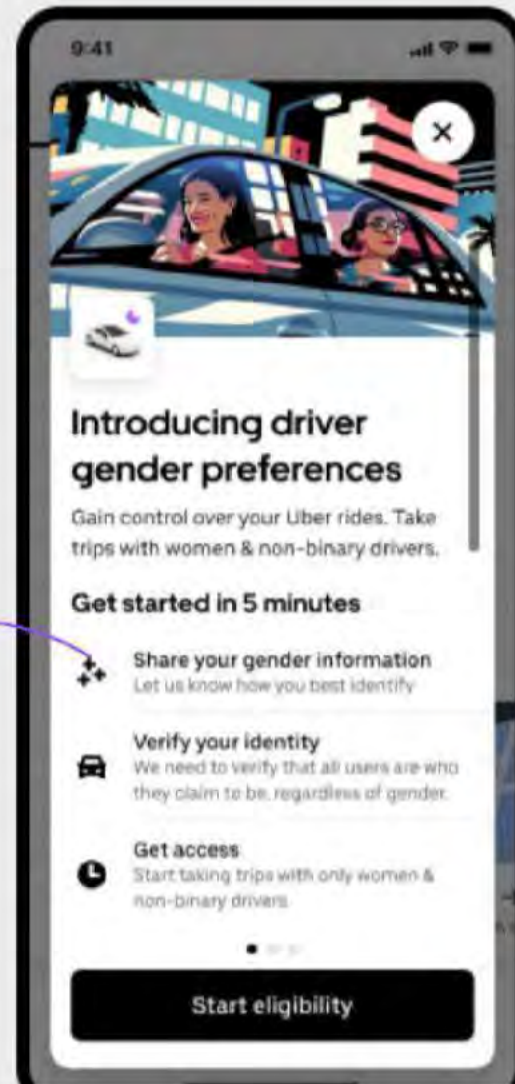
1: Women + Unverified

2: Unknown + Verified 1 / 2

Riders of unknown gender see a FTUX that focuses more on the steps to come.

3: Men

Info on how to
gain access



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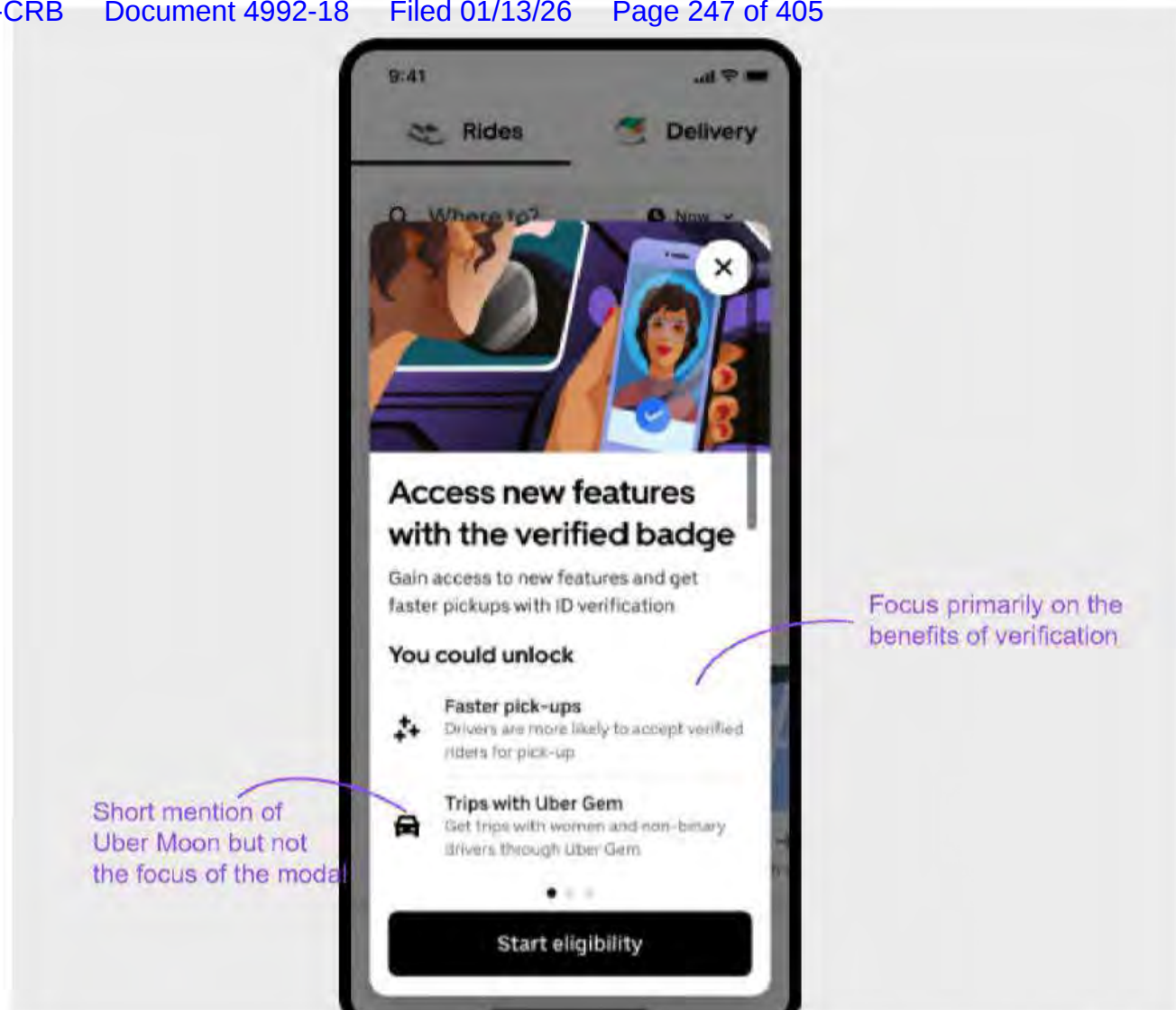
Dynamic FTUX landing page

1: Women + Unverified

2: Unknown + Unverified 2 / 2

Unverified riders of unknown gender are encouraged to get verified instead

3: Men



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Dynamic FTUX landing page

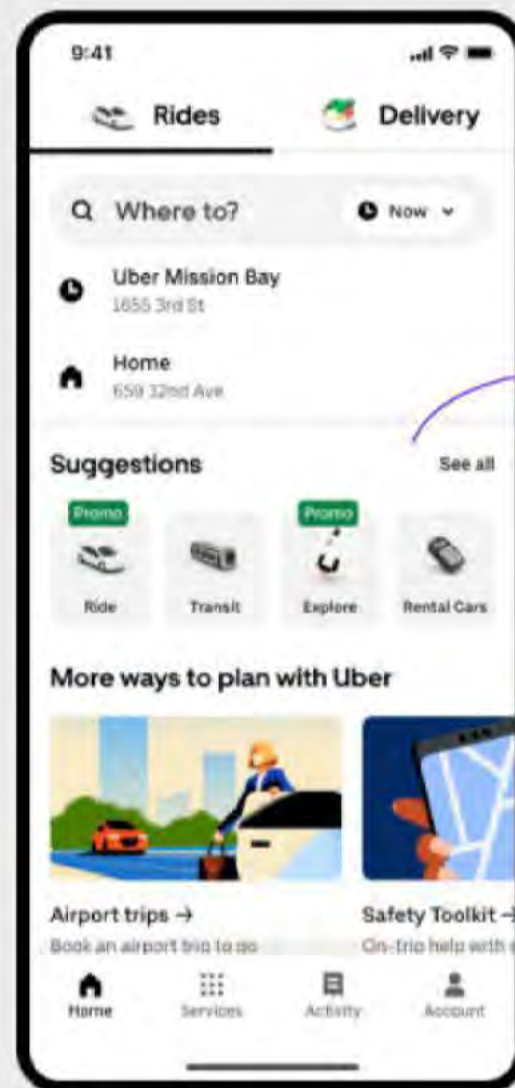
1: Women + Verified

2: Unknown + Verified

3: Men

We will not promote women preferences in-app for those we determine are men. We will leverage DocuScan later on for men who change their gender to woman or non-binary

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Same UX as today

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Rider Product Access

Only verified riders who are women or non-binary would get access to the product.

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Product access/onboarding

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Key use cases

**Alex**

She/her

Verified

Unknown

Alex is at a restaurant and feels a little tipsy after 3 drinks

**Blaire**

She/they

Unverified

Woman

Blaire just walked out from a bar that just closed.

**Carol**

She/her

Verified

Woman

Carol is at a neighborhood that she feel threatened.

**Daisy**

They/them

Unverified

Non-binary

Daisy is excited to see more women drivers on the platform

**Noor**

She/her

Unverified

Unknown

Due to religious beliefs, Noor would only use rideshare if her driver was a woman

Agenda

01 **Background & context**

02 **Rider UX**

- a. **Product access/onboarding**
- b. **Booking**
- c. **Trip experience**
- d. **Gender settings**

03 **Earner UX**

04 **Next steps**



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01

Background & context

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Project goal

Allow women and non-binary riders to define their own experience on the Uber app, by giving them the option to choose women or non-binary drivers whenever needed.



Women Driver Preferences

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Overview

Three services in one release

{Uber Moon}

Guaranteed* matched with women & non-binary drivers

On-demand

Reserve

Gender Preference

Preferred matching setting for all trips

Soft preference

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Slide 229 Notes

Time constraints safety primary limitations.

- Fewer available hours (day during school & night) due to caretaking responsibilities
- Safety is a key barrier for new drivers and limits willingness to drive at night
- (other attempts to increase competency and comfort like Virtual companions)
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 - Risk not just to themselves but also if they are injured they can't fulfill caretaking responsibilities.

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- Women Driver Usability Tests (US / UK/ CA / Anz) n= 24 participants
- NB Driver Usability Tests (US / UK/ CA / Anz) n= 8 participants
- Women Driver US Prototype tests (gender declarations) n = 1

Rider

Earner

Relevant surfaces

Onboarding

Varying use of access
dependent on gender
and Rider ID verification

Given to all women & non-
binary drivers

Settings

Gender setting available
to all users

Gender setting available
to all users

Booking/offers

WDP Preferences,
booking on-demand,
booking reserve,
dispatch

Offer card on-demand,
opportunity center

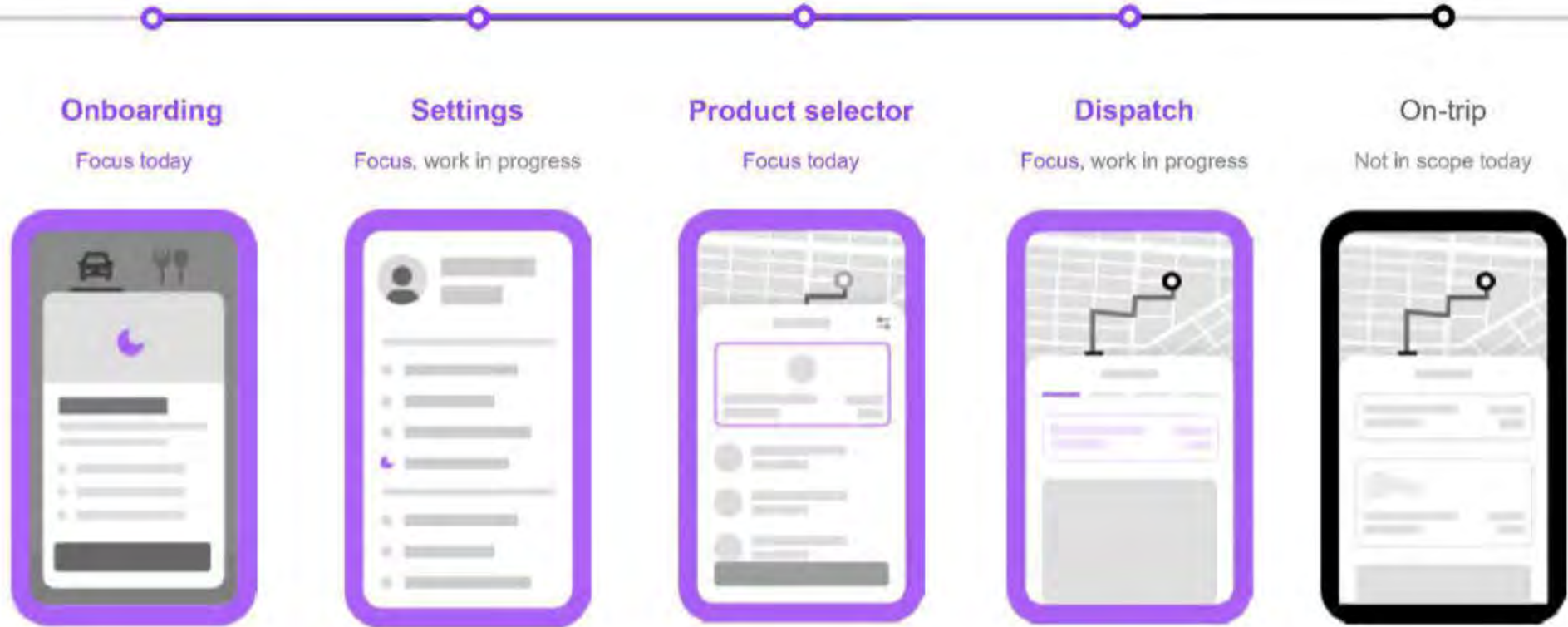
Uber I

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Rider surfaces (Zoom In)



Safety design + product team



Xindeling Pan

Designer



Anoosha Sajjad

Designer



Loren Ruffin

Content Designer



John Lunsford

UX Researcher



Srishti Bajaj

Product Manager



Mariana Esteves

Product Manager



Amy Bickerton

Design Manager

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Soft Preference increases general ambient safety

Soft filter addresses a safety concern

When situational safety is a concern & riders can't wait additional time, the possibility (not promise) of a woman match **raises perception platform safety**.

Encourages more rides by allowing women rider to feel like they are **supporting women earners**.

Soft filter match expectation [REDACTED] when paired with hard filter.

Lyft and Uber research reveals soft filter as needed enhancement to existing matching and hard filter as an unmet need.

Offering hard without soft filter doesn't differentiate Uber enough. We'd be seen as different, not better.

If Lyft answers with their own hard filter it will be perceived as a₂₃₃ more complete option.

Jul 5th Sync

Driver design crit - Feedback

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Equity design crit - Feedback

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Engg Timelines

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XP Plan Proposal - Pros and Cons

?

	Sep 15	Nov 15	Jan 7
Prod			
PCM			
DS	  	  	  

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Pilot Plan (Draft)

- **Group A - Hard filter for drivers only**
 - **Goal:** Measure marketplace impact of driver hard filter only
 - Cities: 2-3 cities + Comparable cities for synthetic control
- **Group B - Hard for drivers; Hard+ Soft+Reserve for riders**
 - **Goal:** Have a *bang* from comms perspective as well as measure overall marketplace impact of all products together
 - Cities: some cities with high women driver supply + Comparable cities for synthetic control
- **Group C - Hard filter for riders only +Reserve**
 - **Goal:** Measure marketplace impact of rider hard filter only
 - Cities: 2-3 cities + Comparable cities for synthetic control
- **Group D - Soft filter for riders only +Reserve**
 - **Goal:** Measure marketplace impact of rider soft filter only
 - Cities: 2-3 cities + Comparable cities for synthetic control

- **Soft + Reserve - Hard to come (coming soon)**
 - We have high confidence that Reserve will work, no proof that soft is working/not-working
 - Soft + Reserve will be feasible across US true for Hard

Slide 239 Notes

[REDACTED]

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Rider Hard filter marketplace simulations

Assuming [REDACTED], Hard Filter On-Demand would:

1. [REDACTED]

2. [REDACTED]



Rider Hard Filter On demand marketplace simulation*, for [REDACTED] Women Trips adoption

* 8pm-9pm ; 12am-1am / Fridays and Saturday Nights

The simulation results *should be trusted only for directional signals*. The magnitude of changes may differ. An experiment should be conducted to measure actual impact.

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Slide 240 Notes

[REDACTED]

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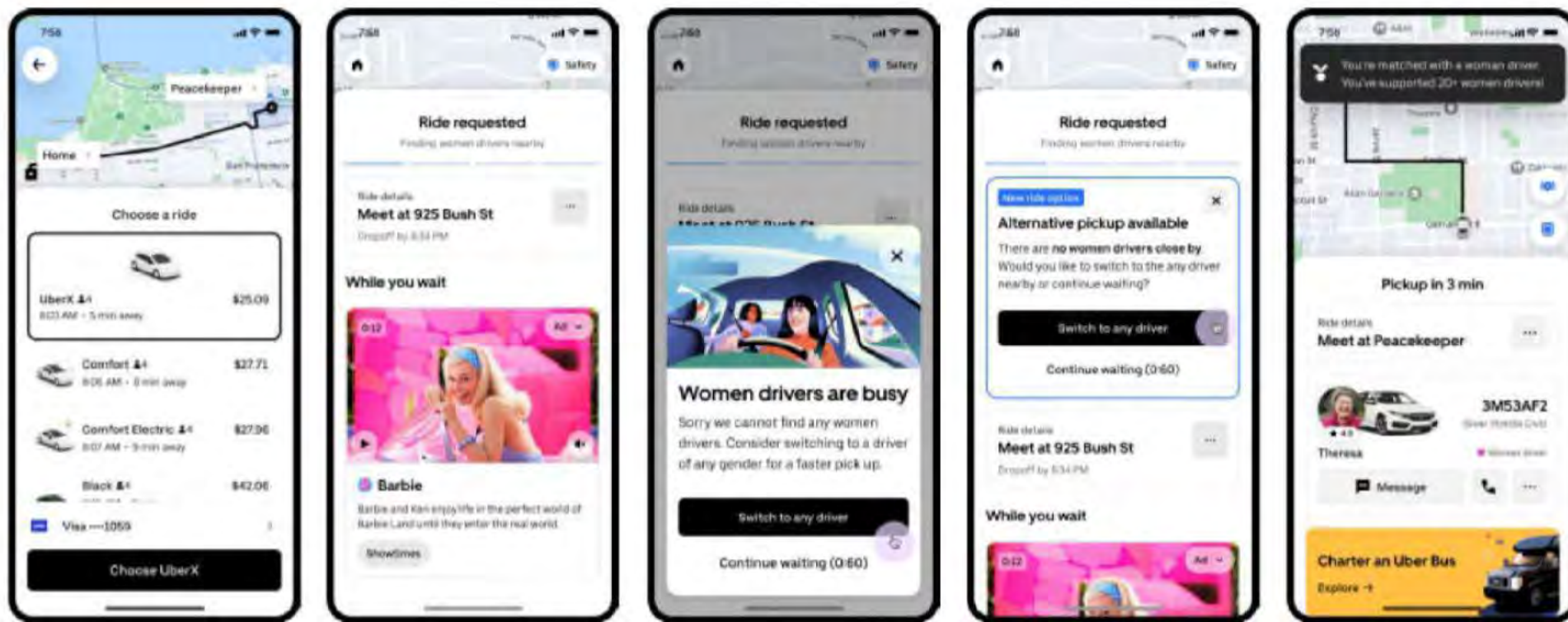
June 13th Sync

Dara Preso Draft link

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Enhanced soft filter Option 1 | Don't book until I decide



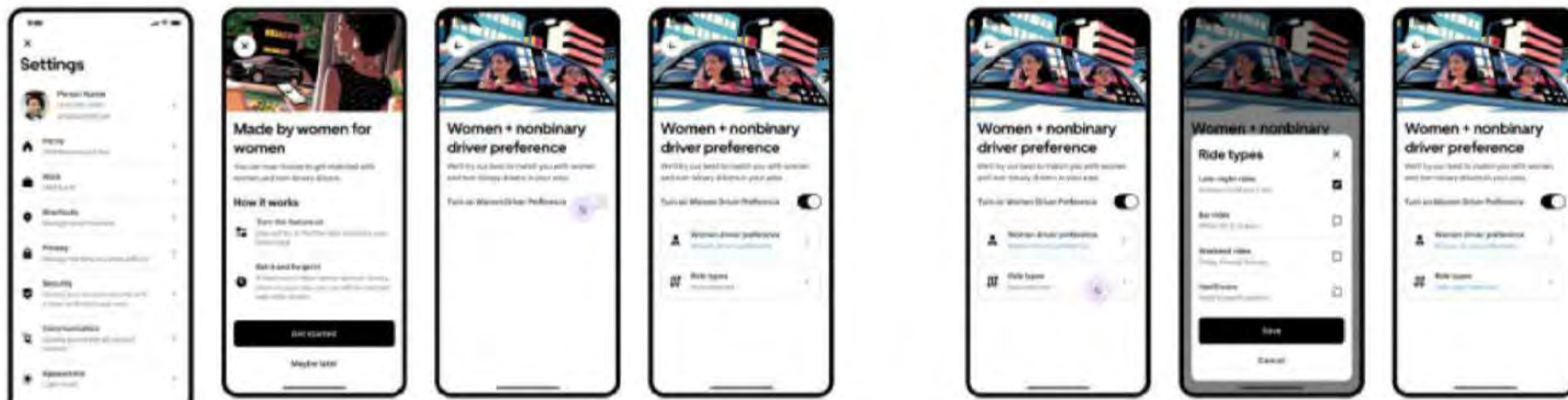
Option 1

Option 2

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Set it and forget it in Settings



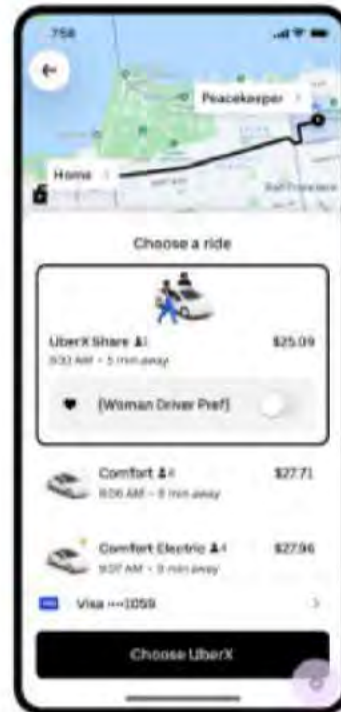
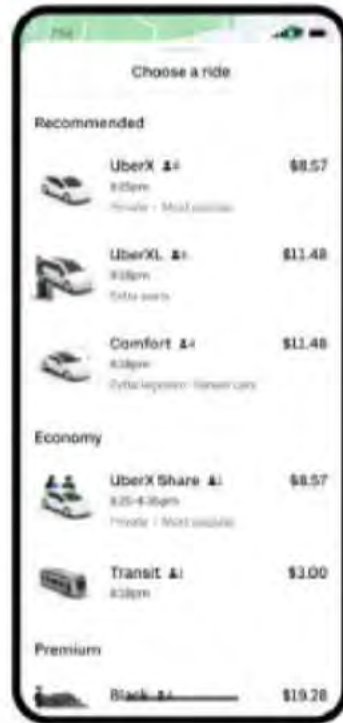
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Pool with Women Driver - Men riders would be eligible



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Use cases



Anna

"I can wait for 15 min as long as I get matched to a woman driver"

Anna is at a restaurant and feel a little tipsy after 3 drinks



Blaire

"I want a woman driver, but I don't feel safe to wait long"

Blaire just walked out from a bar that just closed.



Carol

"Please get me got of here ASAP"

Carol is at a neighborhood that she feel threatened.

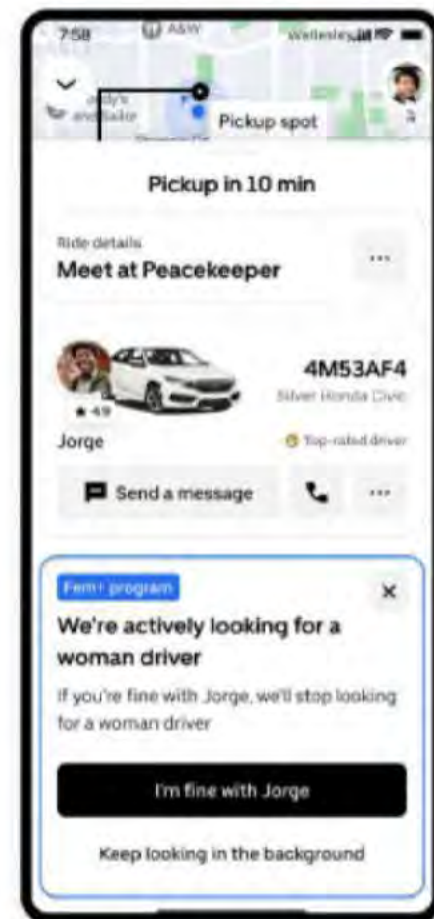
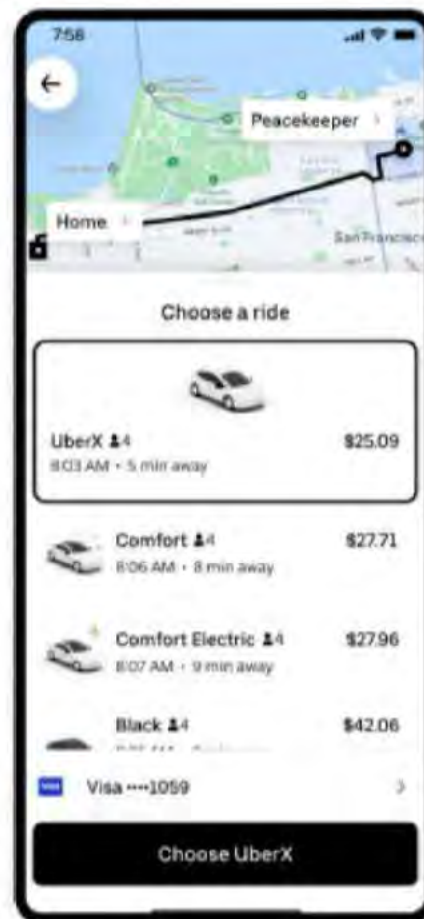
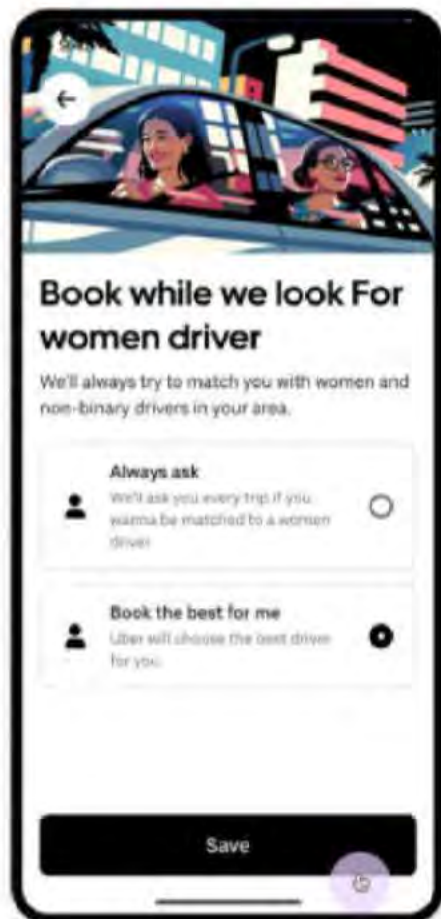


Daisy

"I like to support women drivers!"

Daisy is excited to see more women drivers on the platform

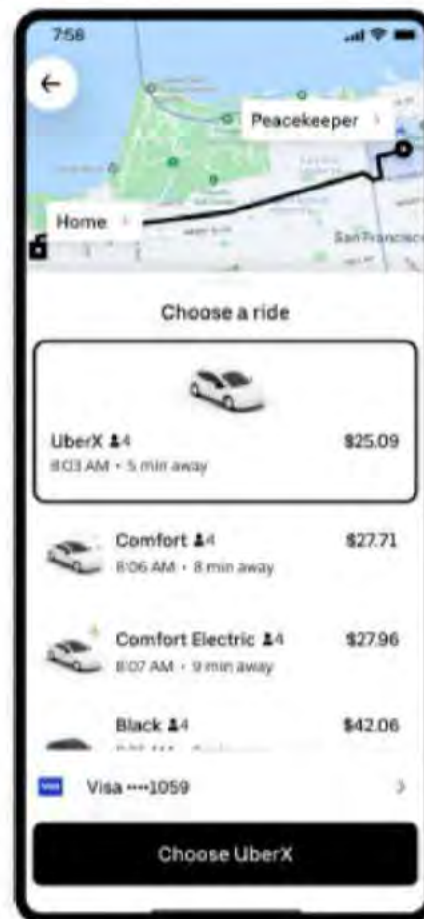
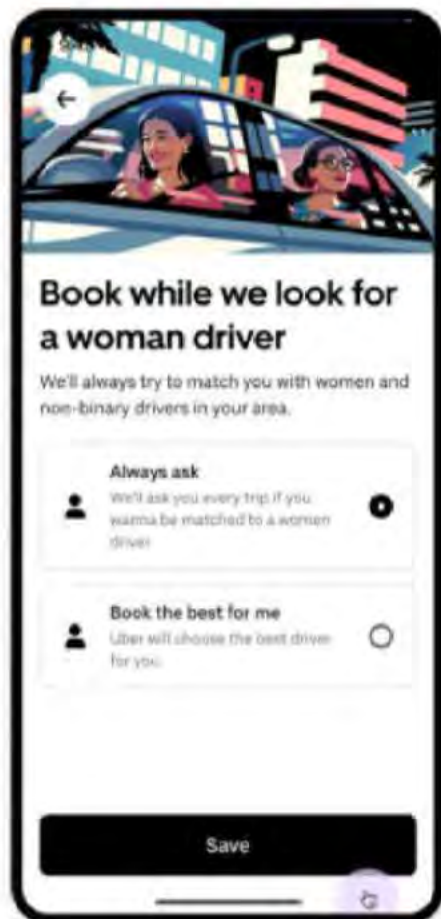
Enhanced soft filter Option 2 | Book while we look



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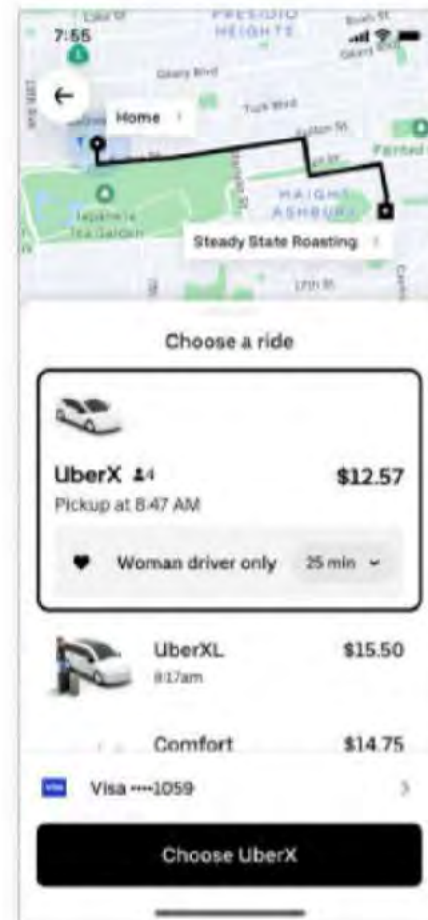
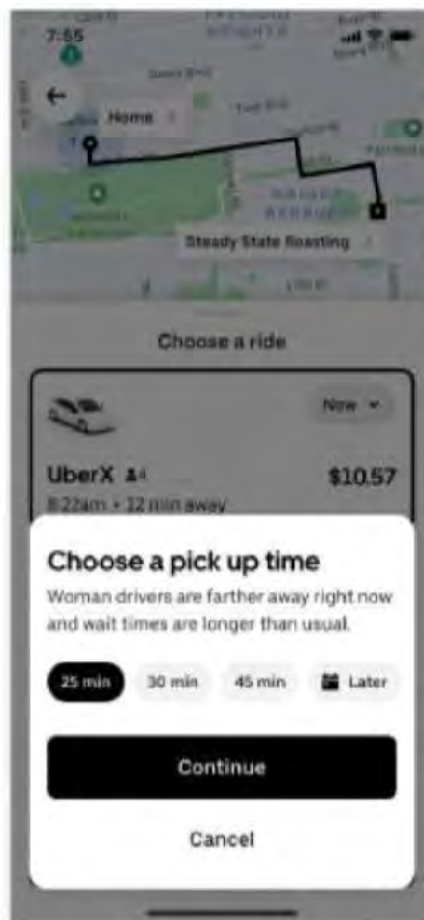
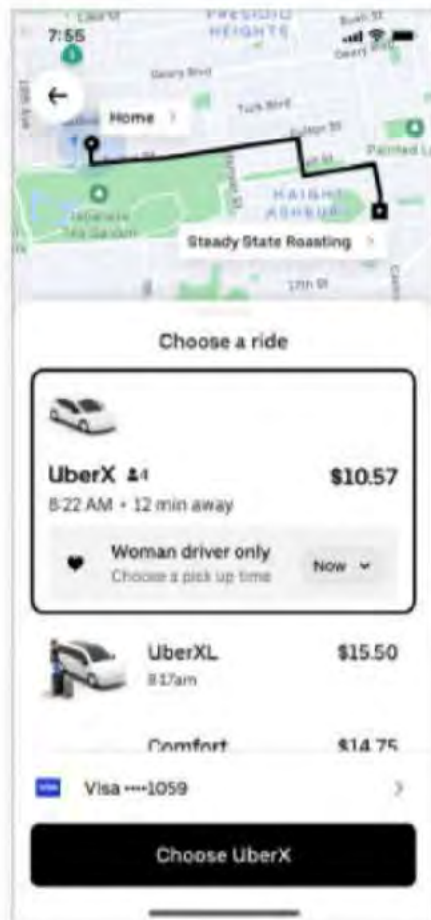
Enhanced soft filter Option 2 | Book while we look



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Reserve Option 1 | Go soon



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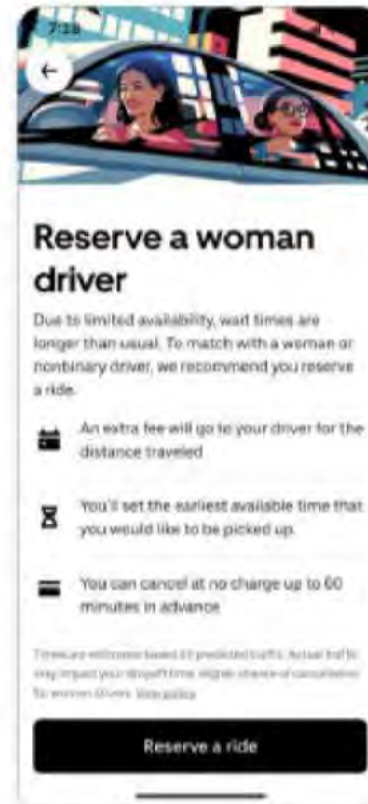
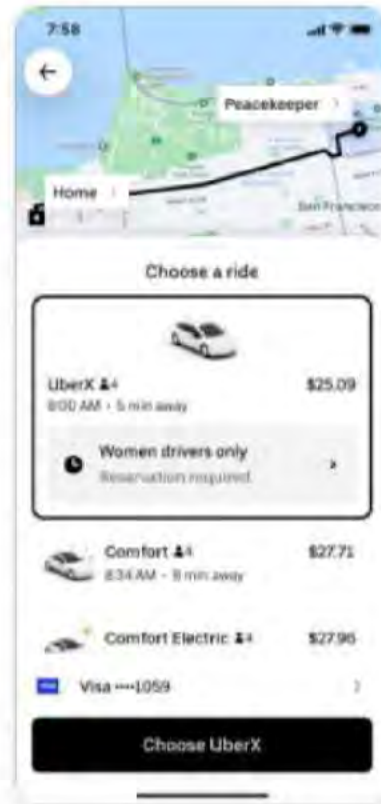
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Slide 250 Comments

- 1 Hey @sachin.kansal@uber.com, since we didn't get to this slide I just want to provide further context. "Go soon" is a feature the Rider UX team is working on similar to what we've been calling "on-demand Reserve." It'll allow riders to book a ride in advance but a little bit sooner than a typical Reserve ride that is 45mins-days+ ahead of time. Their team is exploring adding the "Now" pill into the product selector and even into each product. Here I've shifted it into our feature and directed users to select a time in the near future. This would give us more time on the backend to find them a match.
Food for thought! I think this is a better fit for us than traditional Reserve, but we'll need to talk to their team about timelines as they're still early in their work!
Loren Ruffin, 6/13/2024 11:16 PM

Reserve Option 2 | Allowing to book up to 30-45 min in advance.

A

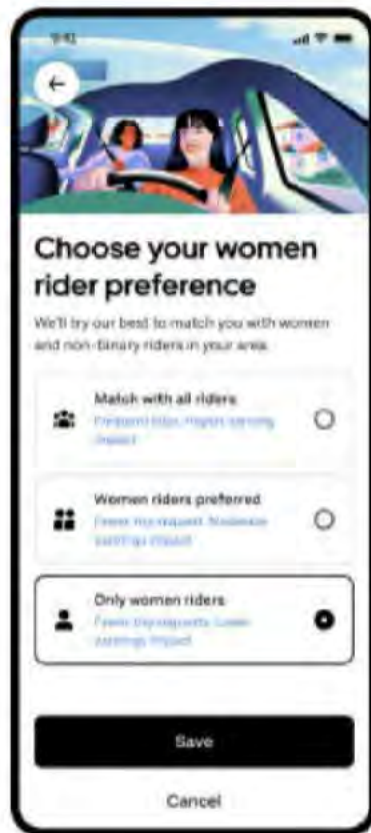


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Hybrid | Both Hard and Soft together

A



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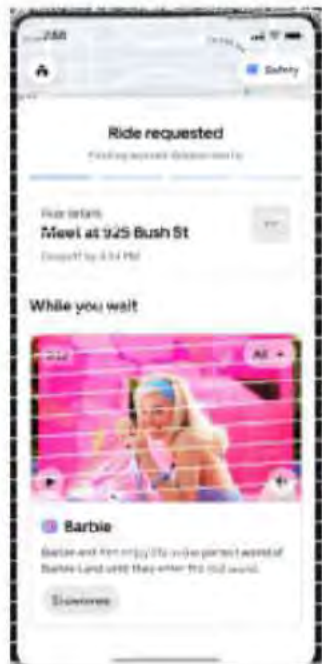
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On-Demand Hard filter

Select Women
Driver



Success Match by up-ranking Women
Drivers in regular Supply Plans



If drivers are outside of the supply plans or they don't
accept a trip, give option to wait more, or wait & pay more



Option 1
Confirm extra wait time



Option 2
Confirm extra Fee

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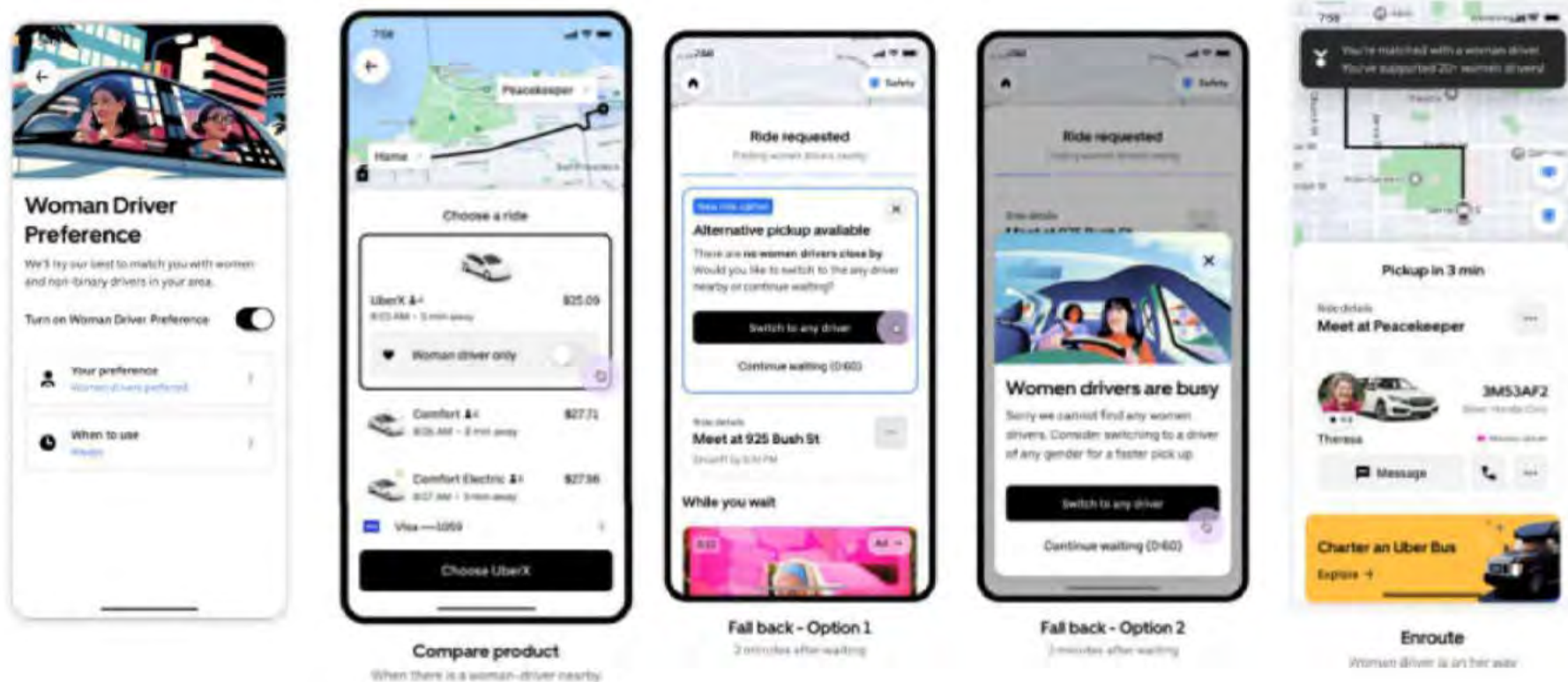
June 12th Sync

Enhanced soft filter Option 1 | Don't book until I decide

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Enhanced soft filter Option 1 | Don't book until I decide



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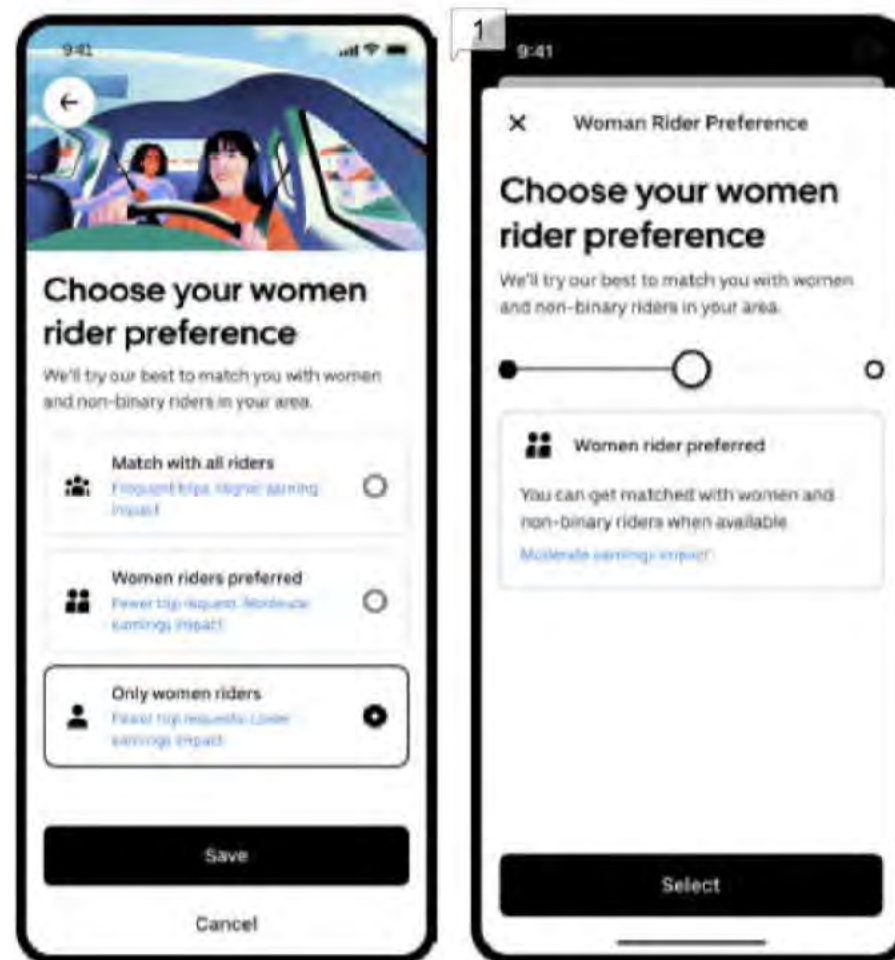
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Option 1: Hard and Soft filter together

Allow earners to decide how frequent they want to be matched to women

Option 1: Hard vs soft vs no filter

Option 2: Let drivers chose the level of filtering they want



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Slide 257 Comments

1

Remove

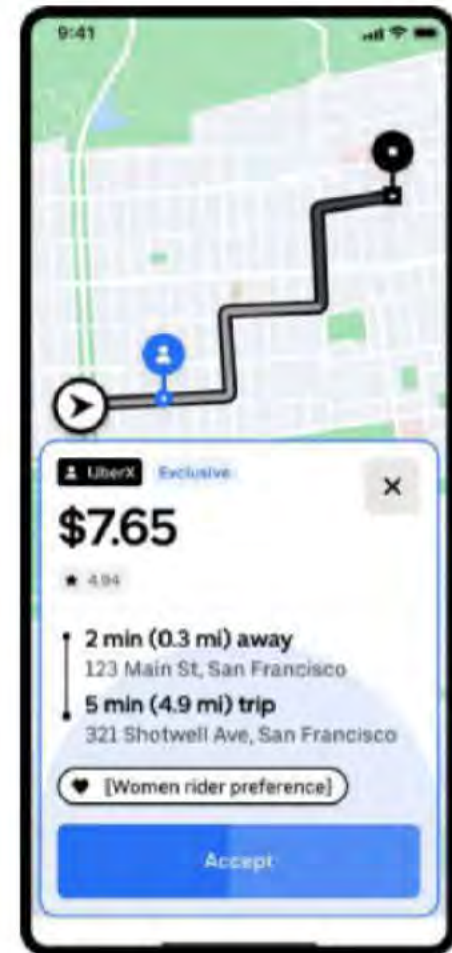
Anoosha Sajjad, 6/13/2024 12:08 AM

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...contd

Inform drivers that their match was due to their Soft/Hard preferences, reinforcing their positive view of the product

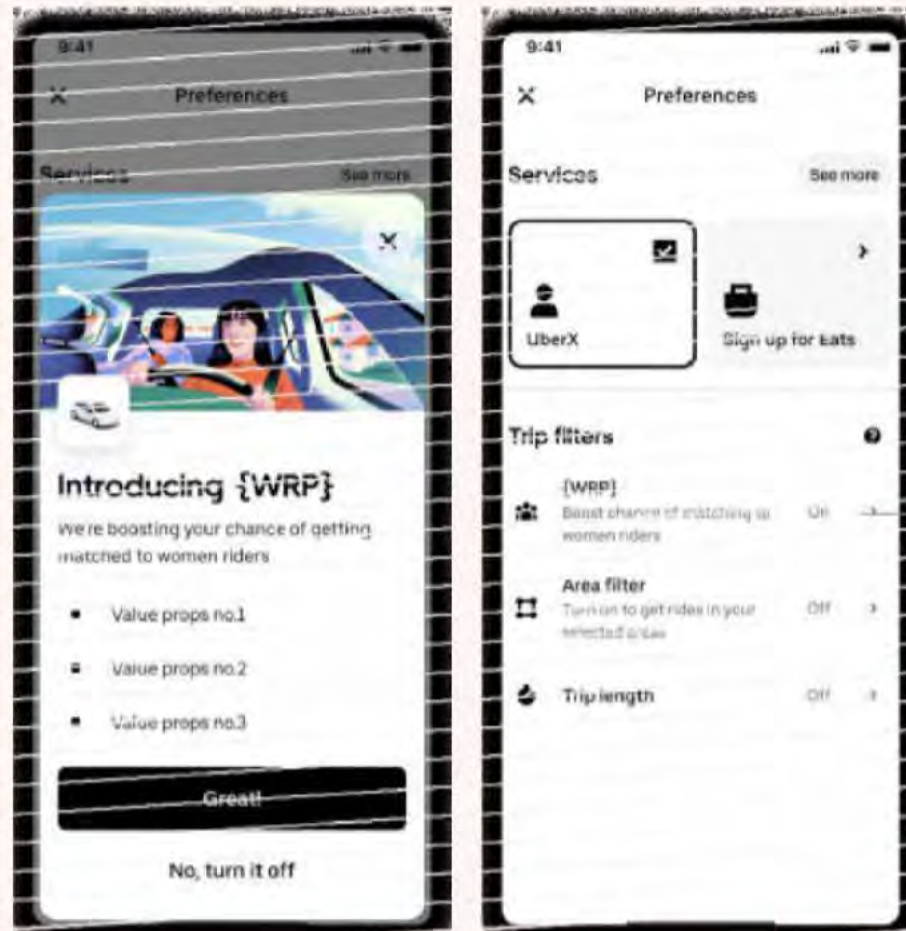


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Option 2: Trip Radar prioritization of women matches

Showcase Uber's commitment to Safety by offering soft preferences to all women drivers by default

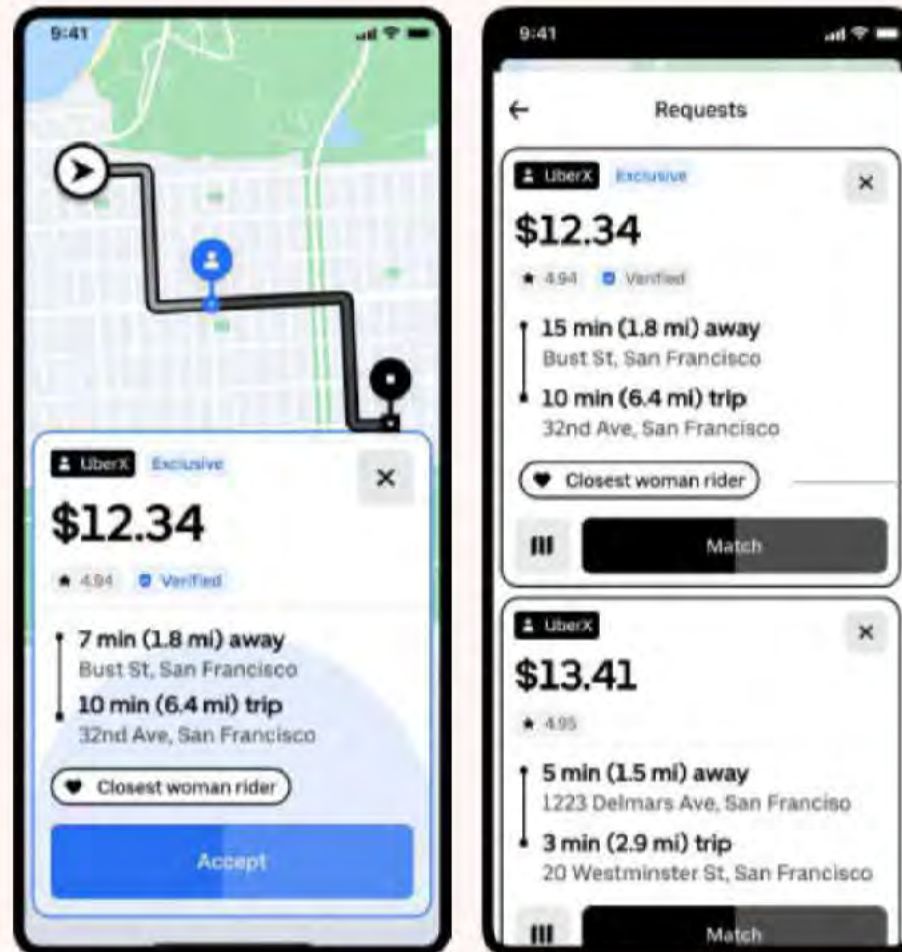


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Option 2: Trip Radar prioritization of women matches

Zero effort for easy adoption



Highlight the effort on the Uber side

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ELT Preso old slides

Graveyard

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Marketplace Impact of Reserve - Hard Filter will have est. reliability



* Demand estimation is based on below assumptions:

1. [REDACTED] of current reserve women riders opt-in WDP-Reserve
2. [REDACTED] of on demand rides requested by women shift to use WDP-Reserve
3. Women riders who have never used Uber use WDP-Reserve as their first Uber platform trip after launch

** Reliability estimation is based on the demand/supply ratio and reliability relationship for the spectrum of reserve products

scenarios

1. Increase chances of matching with a Woman Driver

Group 1 Group 2 Group 3

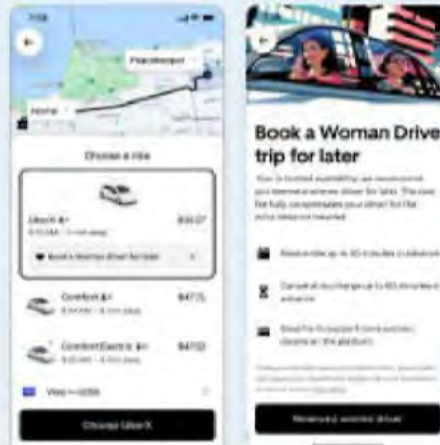
Preference setting that can be **always on**. Uprank Women supply plans in existing matching logic.



2. Reserve a Women Driver Trip for Later

Group 1 Group 2 Group 3

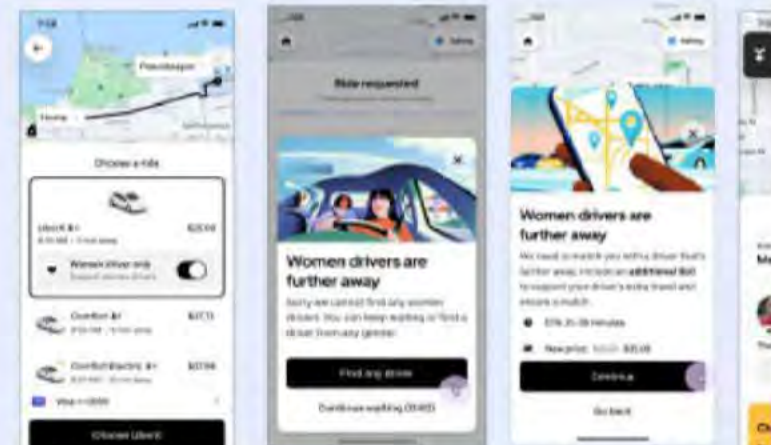
Reserve option **can be always available**, allowing to book up to 30 min in advance. Same Reserve Pricing.



3. Find a Woman Driver now

Group 1 Group 2?

Only **available when supply is favorable**. Confirm extra wait time and possible additional Fee.



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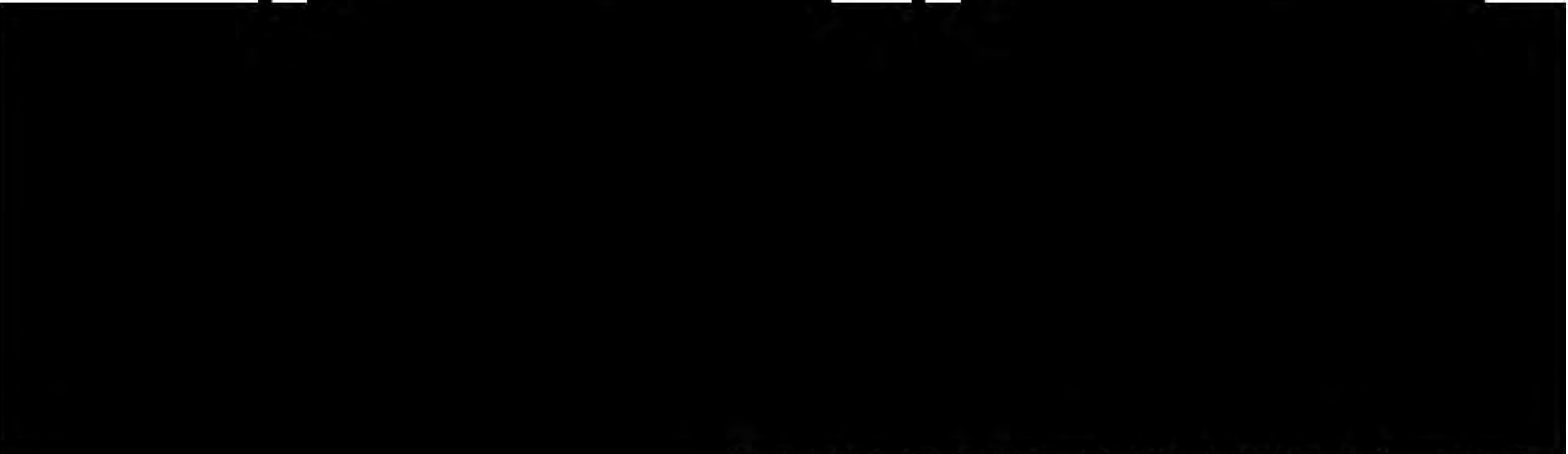
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Marketplace Impact of Soft Preference and Hard Filter - On Demand

Assuming [REDACTED] WDP adoption, Soft preference would:

Assuming [REDACTED] WDP adoption, Hard filter - On Demand would:



* The simulation results *should be trusted only for directional signals*. The magnitude of changes may differ. An experiment should be conducted to measure actual impact.

Slide 271 Notes

Source:



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Pilot Approach | Start with cities that optimize for Legal / Policy / Comms considerations and with good women demand / supply ratios

Pilot Cities: Choose within Group 1

Atlanta, Las Vegas, Houston, Phoenix, Dallas, Miami.

Questions to be answered

- What is the real **marketplace viability and impact** (C/R, ETA, Driver AR and Rider CR, VC margins)?
- Test the product approach and Safety sentiment impact.
- Test reception regarding gender inclusivity policies.
- Test the waters on Policy and Legal risk.

Soft Preference marketplace simulation*, for [REDACTED] Women Trips



Slide 272 Notes

Source



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For Riders, uneven Women supply distribution makes it difficult to build a single solution that scales

Demand / Supply ratio


Varies by city and time of day and is highly correlated with our ability to fulfill trips (C/R)

US Cities by Women Demand/Supply Ratio



Uber |

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Demand / Supply Ratio considering  Women Rider Trips migrate to using Filters, concentrated at night time trips.

US Cities	% Trips by Women Drivers	Women Demand / Supply Ratio at night < 1.5
Atlanta		
Houston		
Phoenix		
Dallas		
Las Vegas		
Miami		
San Francisco		
Philadelphia		
Boston		
NYC		

273

Attorney Client Privileged and Confidential

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Slide 273 Notes

Source:



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Pilot Approach | Start with cities that optimize for Legal / Policy / Comms considerations and with good women demand / supply ratios

Questions to be answered

- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]

Uber

REDACTED - PRIVILEGED CLAWBACK

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Pilot Plan

- **Pilot Cities**
Choose within Group 1: Atlanta, Las Vegas, Houston, Phoenix, Dallas, Miami.
- **Timeline**
Q1, 2025
- **UX**
For drivers - Test Hard filter in 2 cities.
For riders - Test On-demand Hard filter and Reserve Hard filter in 2 cities and Soft Preference and Reserve Hard filter in 2 cities.
- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

REDACTED - PRIVILEGED CLAWBACK

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Slide 274 Notes

Source:



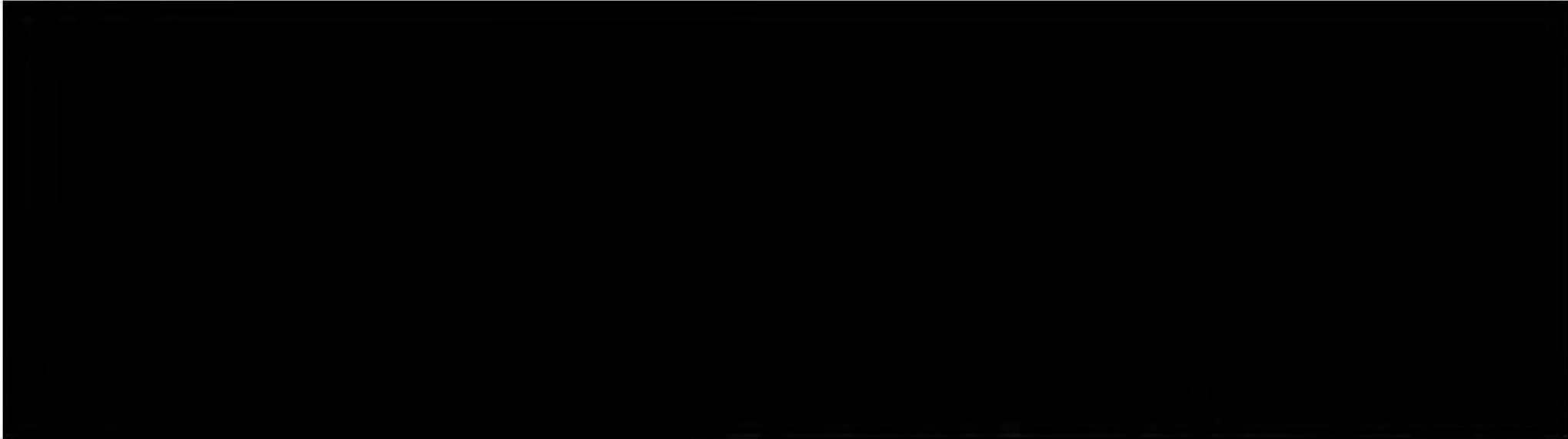
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Marketplace Impact of Soft Preference and Hard Filter - On Demand

Assuming [REDACTED] WDP adoption, both Soft preference and Hard Filter On-Demand would:

- [REDACTED]
- [REDACTED]



* The simulation results *should be trusted only for directional signals*. The magnitude of changes may differ. An experiment should be conducted to measure actual impact.

Slide 275 Notes

Source:



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For Riders, uneven Women supply distribution makes it difficult to build a single solution that scales

Demand / Supply ratio

Varies by city and time of day and is highly correlated with our ability to fulfill trips (C/P)

Demand / Supply Ratio considering 5% Women Rider Trips migrate to using Filters, concentrated at night time trips.

US Cities	% of Uber Trips	% trips by women Drivers	Women Demand / Supply Ratio at night < 1.5
Atlanta			
Houston			
Phoenix			
Dallas			
Las Vegas			
Miami			
San Francisco			
Philadelphia			
Boston			
NYC			

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Slide 277 Notes

Source



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There are multiple ways to approach the problem

Riders

A Soft Preference

Will try to match women with other women when "possible"; if not, match with any driver. No wait time or price trade-off. Can be always on.

A Hard Filter On-demand

Available for Women Riders to choose a Ride with a Women Driver just in time. ETA and Price could vary due to supply.

A Hard Filter through Reserve

Women Riders can book a trip with a Woman driver in advance; longer ETA and additional fees apply.

Earners

A Soft Preference

Will try to match women with other women when "possible"; if not, match with any rider. No wait time trade-off. Can be always on.

A Hard Filter On-demand (WRP Product)

Women Drivers can choose to only receive requests from Women Riders. Lower volume of trips dispatched.

User Research Insights - Women Riders
US

Soft Preference would be always "on"; expectation of increased matching is [REDACTED] trips

A Soft Preference would be used as regular setup, but expectation of matching is high [REDACTED]

Most Women Riders said they would expect an increased match with Women Drivers of higher than [REDACTED] of their total trips (our current avg is [REDACTED])

Expectation is that wait time won't be higher

They would rely on the preference to match "when possible" but would not want to wait more.

Women also see this option as a way to "support women earners".

Overall, getting matched with women drivers makes women riders feel more comfortable

Supporting more women drivers on the platform.

Ideally, Women Riders want both options, given they support different types of concerns

Methodology: 50 Riders US - Survey / Audio responses

Uber | User Research Insights

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User Research Insights - Women Riders

US

Hard filter would be used mostly at night and women riders are willing to wait extra minutes

Late nights, dark evenings & unknown areas

Late Night [REDACTED]

Dark Evenings [REDACTED]

Unknown areas [REDACTED]

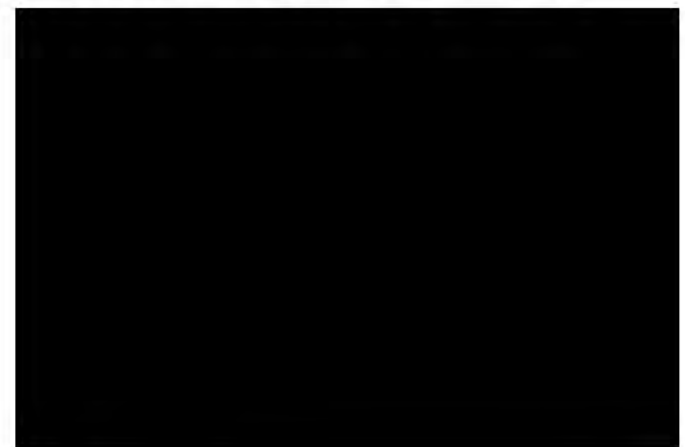
Weekend Trips [REDACTED]

Airport [REDACTED]

Most riders [REDACTED] are willing to wait extra minutes for a Woman Driver Match



Fewer riders [REDACTED] are willing to pay more for a guaranteed Woman Driver, with lower price elasticity



User Research Insights - Women Drivers

US

For **Soft Filter**, [REDACTED] drivers expect a very high women rider match rate of at least [REDACTED] trips

Drivers had very high expectations to prove success of the soft filter

[REDACTED] women drivers expect a match rate of [REDACTED]

And [REDACTED] women drivers expect a match rate of [REDACTED] trips.

Only [REDACTED] drivers would have it on all the time

UXR indicates that [REDACTED] of drivers don't think of it as a set and forget tool, they would like to turn it on and off.

User Research Insights - Women Drivers
US

Hard filter is valuable for vulnerable situations; both options can drive frequency.

Drivers want a guarantee woman match for vulnerable situations

Women drivers would like to have the women-only option in times of increased vulnerability, such as late night [REDACTED] early morning trips [REDACTED] or unknown areas [REDACTED]

Soft preference would be used more frequently, however perceived of lower Safety Value

Soft filter's infrequent or unpredictable nature is less valuable than hard filter + wait time.

Both options have the potential to increase driving frequency

[REDACTED] drivers mentioned that Hard filter would change how frequently you drive with Uber

[REDACTED] drivers mentioned that Soft filter would change how frequently you drive with Uber

User Research Insights - Women Drivers

US

Drivers are willing to wait more for a guaranteed match and value the clear expectation of **Hard Filter**

████ drivers would wait at least an extra █████ to get a woman rider

████ would wait extra █████ more to get a woman rider

Drivers felt that a hard filter provided more flexible use without the ambiguity of the soft filter

████ drivers would turn the feature on when needed; only █████ would have it on all the time.

Research and data explorations signal hard filters as the best option for our users and Uber

(guaranteed match)

- Rider use case: Night out, concern over driver
- Driver use cases: Late night or trips to unknown locations

- Rider-facing filter: Longer ETAs leading to lower reliability (Reserve would be a mitigator).
- Driver-facing filter: Higher AR, but no impact marketplace due to low % of women drivers.

REDACTED - PRIVILEGED CLAWBACK

- User value proposition: They do not address the core safety needs (concerns with driver/rider), seen as improved matching preference.
- Marketplace impact: Soft filters would have greater marketplace implications due to an expected higher adoption.
- Feasibility: We would not be able to fulfill user expectations of frequency of matches on the rider side (they expect to be matched at least [REDACTED] trips with a women driver)

Uber Riders | A Women Driver Option's value extends beyonds regular Rides, to new segments



Uber Teens: Parents want this option for their teenage daughters

Parents are willing to wait and pay more as girls are treated with higher sensitivity when it comes to access to ride hailing services

Younger Kids, Families, Special Assistance & Caregivers

Value extends to men Riders that would like to have the option to request for their family members – wife, sister, grandma, family member with specific needs.

User Research Insights Summary | Women Rider US

Riders prefer a guarantee match when driver behavior is the concern, especially for late night / bar trips

When concerned about **Driver interaction**, riders favor Hard Filter and are **ok with additional wait times (up to [REDACTED])** of women riders would use it for late night/weekend trips - which is [REDACTED] of all trips.

When **situational safety** concerns are higher, Riders want **fast matching**.

Soft filter is seen as an improvement on current matching ; **Hard filter** is a new product to be weighed against other offerings.

Soft Filter **matching expectations are high: [REDACTED]** trips, and Riders would like to leave it **always on**.

Reserve use case has the lowest adoption.



Uber Earners | Safety #1 barrier for prospective Women Earners in the US; [REDACTED] drivers said option would make them drive more



Drivers want a guarantee woman match for vulnerable situations

Late night ([REDACTED]), early morning ([REDACTED]) and unknown areas ([REDACTED]).

GO

Having an option would incentivize Earners to drive more because they can manage the risk

[REDACTED] mentioned that having this options would increase how much they would drive for Uber



Women Drivers are aware and willing to wait more to get matched with Women Rider

[REDACTED] of Women Drivers said they'd be willing to wait longer, on top of the regular waiting time for a match



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User Research Insights Summary | Women Drivers US

Drivers prefer a guarantee match for vulnerable situations but a Soft preference would be used more often.

Drivers felt that a hard filter provided **more flexible use** without the ambiguity of the soft filter.

When **in vulnerable situations**, drivers want a guarantee match; **Soft filter** is seen as a lever for increased ambient safety.

Soft Filter **matching expectations are very high:** [REDACTED] trips, and drivers would **not leave it always on**.

Both options have the potential to **increase driving frequency**.



Uber Users | Positive reception could be higher compared to Lyft users. Soft has higher preference and would be used more often.

Positive reception is higher amongst Uber Earners compared to Lyft



Soft vs Hard Filter Use Cases (qualitative)

Riders:

Want a guarantee woman match when the **concern is about the Driver;**

Soft preference is seen as an improved matching for Uber, **and would be always on.**

Drivers

Want a guarantee woman match for **vulnerable situations;**

Soft Filter **might be used as "hard filter"** because of the ambiguity of how it works & concerns about earnings

Soft vs Hard Filter preference (quantitative)



Methodology: 1720 Uber Riders survey / 1780 Uber Drivers survey, 116 interviews and usability tests

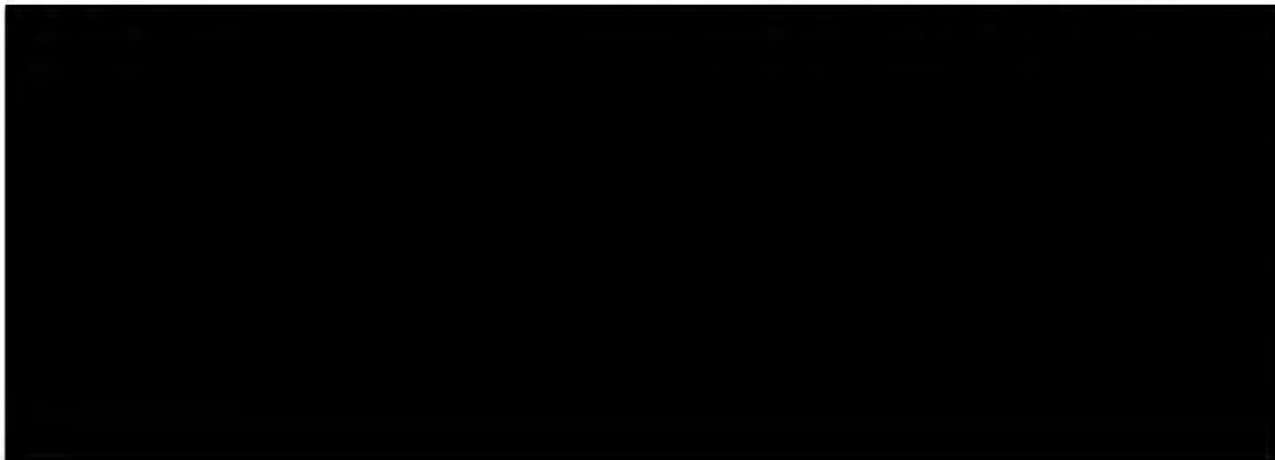
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Uber Riders | Rider's willingness to wait is greater than appetite to pay more for a woman driver. Requesting for friends/family is desired.

Most riders [REDACTED] are willing to wait extra minutes for a Woman Driver Match

Fewer riders [REDACTED] are willing to pay more for a guaranteed Woman Driver, with lower price elasticity



When this feature would be used?

Late Night [REDACTED]
Dark Evenings [REDACTED]
Unknown areas [REDACTED]
Weekend Trips [REDACTED]
Airport [REDACTED]

[REDACTED]
of Riders said they would use it to request a Woman Driver for **someone else** (Guest Rider)

Methodology: 1720 Uber Riders survey / 1780 Uber Drivers survey, 116 interviews and usability tests

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Slide 290 Notes

Long-awaited feature:

But it has always been a challenge from a supply and Legal perspective.

Willing to wait & pay: Women Riders want to use it in specific times of day, are ok with waiting more and paying more

Drivers

Q. When driving with ridesharing services, how concerned are you/ would you be about the following?	Women	Delta vs men 95% conf
Riders not being thoroughly verified	██████████	
Being sexually assaulted	██████████	██████████
The rider making me feel unsafe	██████████	██████████
Being physically assaulted or threatened	██████████	██████████
Being sexually harassed	██████████	██████████
Experiencing a theft or robbery	██████████	

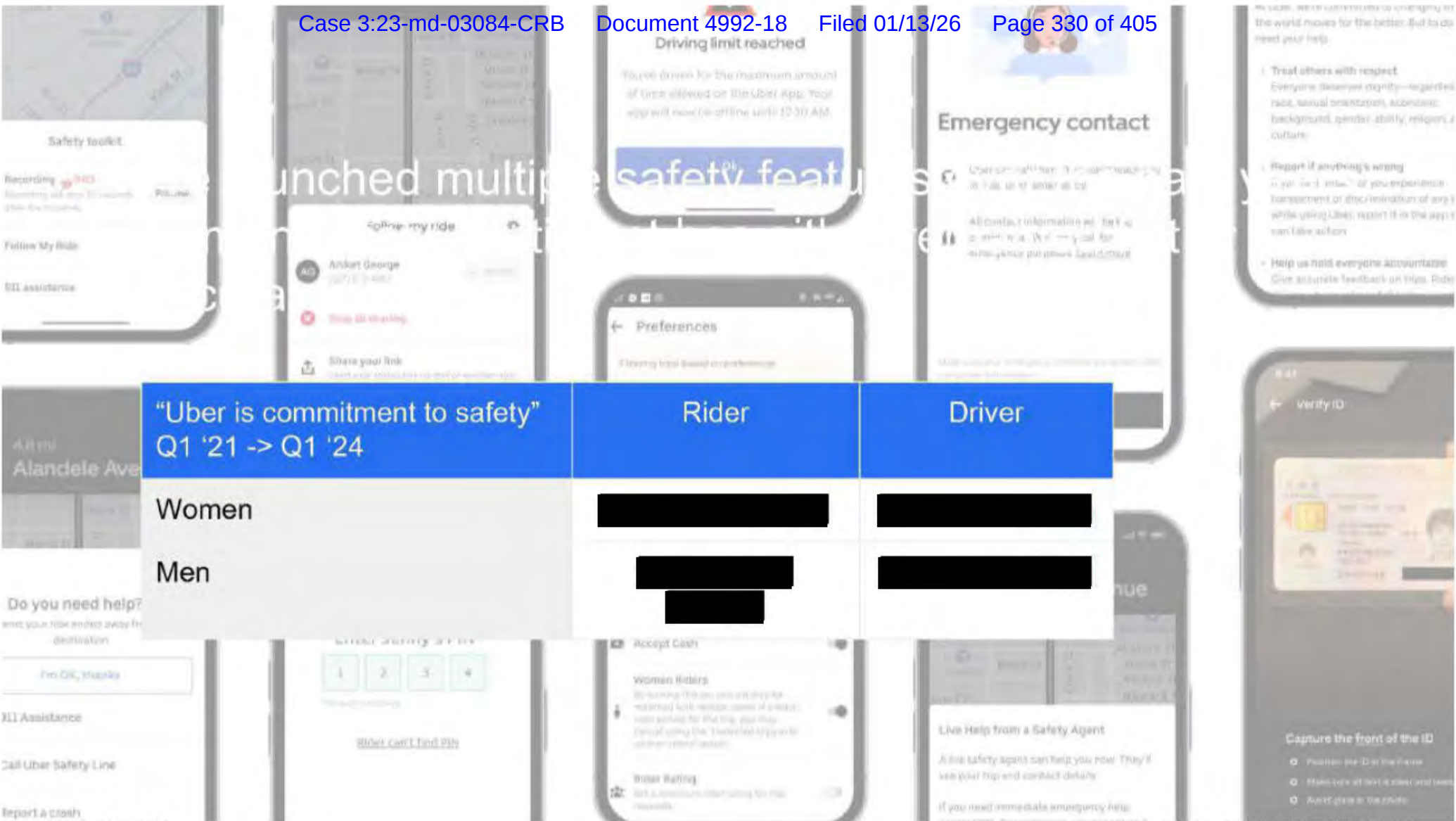
Woman Driver, US

Riders

Q. When taking a trip with Uber, how concerned are you about the following?	Women n=7104	Delta vs men 95% conf
Discomfort from behavior of the driver	██████████	██████████
Lack of support from ride sharing platforms	██████████	
Drivers driving dangerously	██████████	
Being sexually harassed	██████████	██████████
Insufficiently screened or dangerous drivers	██████████	██████████
Being physically assaulted	██████████	██████████
Getting into a car accident	██████████	

Current Rider, US

UBER JCCP MDL 003040974



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<p>"Uber is commitment to safety" Q1 '21 -> Q1 '24</p>	<p>Rider</p>	<p>Driver</p>
<p>Women</p>	<p>[REDACTED]</p>	<p>[REDACTED]</p>
<p>Men</p>	<p>[REDACTED] [REDACTED]</p>	<p>[REDACTED]</p>

Slide 292 Notes

Changes still to be made

- Himer to animate as P2

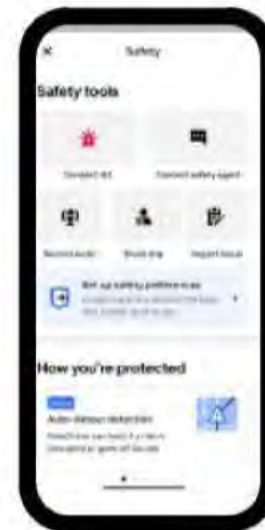
There are few women safety-specific tools that we developed over the years, however, they are more likely to engage with safety features than men



S-RAD, SDM



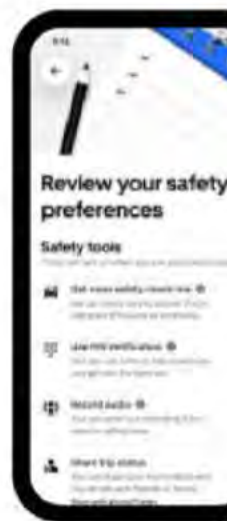
RideCheck



Live Agent, Share Trip, 911



Record My Ride, Audio Recording



Safety Prefs

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Slide 293 Notes

From Q3 global safety deep dive: Safety measures that keep bad actors off the platform (screening and deactivation), monitor trips in real time (Share My Trip, RideCheck, Follow My Ride/Delivery) or enhance privacy (phone number anonymization, Leave at Door) remain our most impactful features.

- PIN verification
- Audio recording
- RideCheck
- Share My Trip
- Follow My Ride
- Safety Prefs

Uber Earners | In LatAm where WRP is live, +34% M highest usage in ELC women drivers

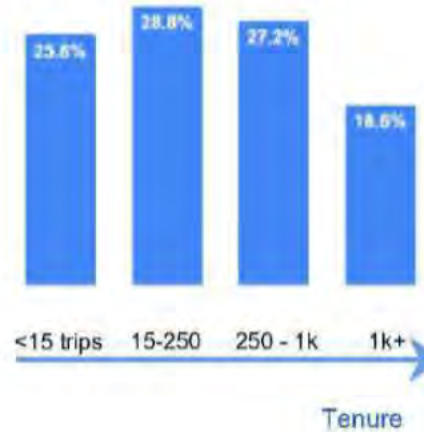
In LatAm, adoption amongst women drivers is over 30%.

Most Women Earners who use this filter in Latam use for 90% of their trips in a monthly basis.

WRP Adoption	BR	MX	CAN	AUS
Ever tried the feature	68%	69%	42%	14%
Used it in a month (Apr/24)	34%	35%	12%	4%
% have it on for 90% of trips (Apr/24)	55%	51%	32%	30%

Higher usage of the WRP feature in Earners that are starting their journey with Uber

% of Brazil Women Rider Preferred Trips in drivers tenure cohorts



Needs update

Add sentiment fee
Quant results in te
engagement, safe
growth

+7.5%

Increase in Trip Rate for Churned Women Drivers, after WRP Comms*

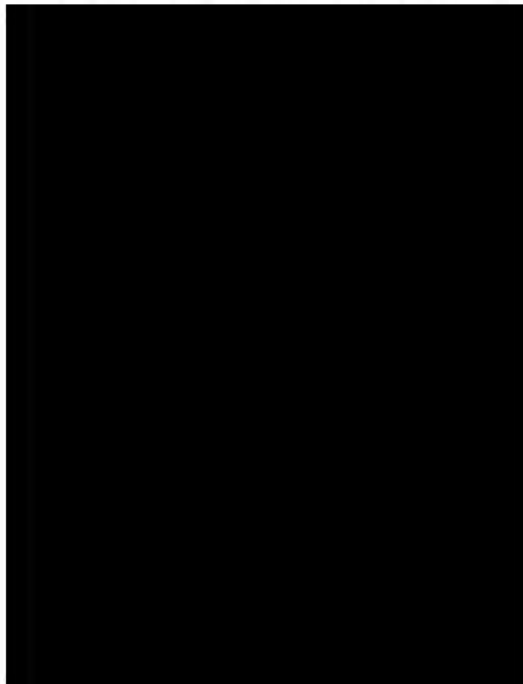
* Stat-sig XP Result in Mexico

** BR, MX, CAN, AUS, L12M IR

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Safety is on par or even more important
than earnings potential for women drivers



▲ Indicates higher vs. men
driver

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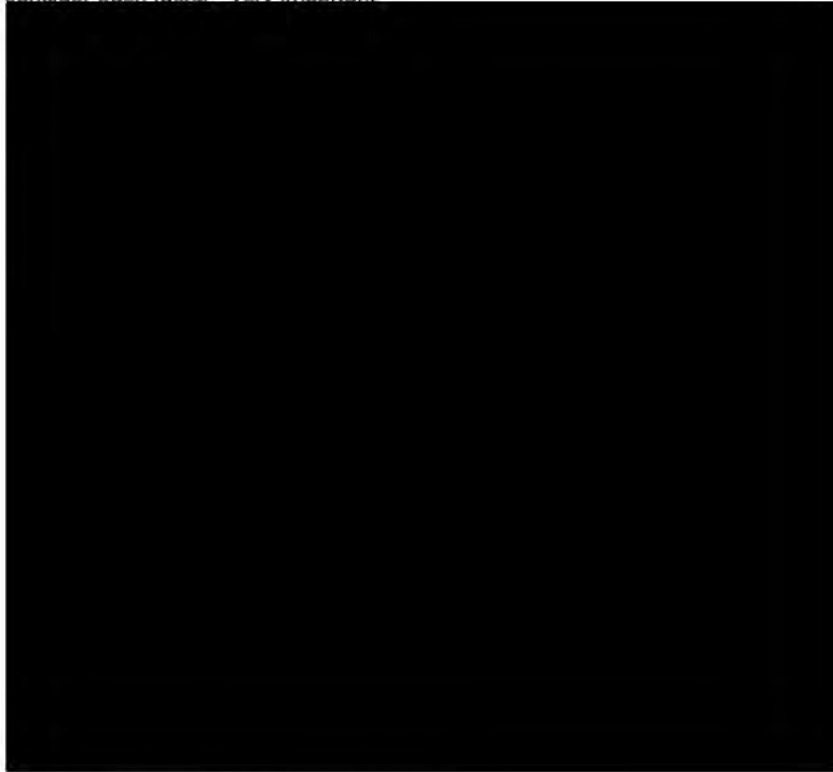
UBER_JCCP_MDL_003040980

Safety is a key priority for women drivers – on par or even more important than earnings potential

Importance of factors to women drivers when deciding whether to drive with ridesharing services

Showing % women drivers who consider each factor "very important"

	Safety
	Earnings Potential



Q11b How important are the following factors in making your decision to drive with ridesharing services?

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“

I've had bad dreams about being one of the people in the news that gets murdered [in an Uber] or disappears and gets sexually assaulted. That is my biggest fear.

Prospective Women Driver, US

When there's a stranger in your car **you can never feel completely safe**

Prospective Woman Driver, US

I started **doing more deliveries**. The promotions **horrible [compared to driving]**. There are **financial incentives to drive at night**, but as a woman, you feel **less safe**.

Woman Driver, US

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Although womens' safety concerns are widespread, women are significantly more concerned than men about inappropriate rider behavior

Prospective Women Drivers (US)

2 out of 5 top concerns are related to sexual harassment & assault, and all leading concerns are related to concerns about riders

Issue	
Riders not being thoroughly verified	
Being sexually assaulted	
The rider making me feel unsafe	
Being physically assaulted or threatened	
Being sexually harassed	
Experiencing a theft or robbery	
Lack of support from ridesharing service	
Being verbally harassed	
Having to drive intoxicated riders	
Dangerous driving by others on the road	
Getting into a car accident	
Experiencing terrorism or external threats	
Being discriminated against	

Current Women Drivers (US)

The top concerns among current women drivers is insufficient rider verification, followed by **road safety**, perceived **lack of support** from Uber and fears of **interpersonal issues like theft and assault**

Issue	
Riders not being thoroughly verified	
Dangerous driving by others on the road	
Lack of support from the ridesharing service	
Experiencing a theft or robbery	
Being physically assaulted or threatened	
The rider making me feel unsafe	
Having to drive intoxicated riders	
Being sexually assaulted	
Being sexually harassed	
Being verbally harassed	
Getting into a car accident	
Being discriminated against	
Experiencing terrorism or external threats	

When driving with ridesharing services, how concerned are you/ would you be about the following? Green highlight and ▲ Indicates Sig. higher vs. Male Prospective Drivers

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This is consistent with past research where women prospective drivers mentioned safety concerns as the #1 barrier for driving

Reasons for Not Driving from prospective drivers

Q: What are your main reasons for not currently driving with ride-sharing services?
(Among "Very" or "Somewhat" Interested to Drive)



What aspect of safety concerns you the most?

Women Safety US&C 2019 Study



Source: [Women Safety US&C '19 study](#)

Uber | Best Platform for Women Earners

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Context

Women Riders safety concerns

Uber 1 Women Earners

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Women riders are more likely than men to be concerned about driver's behavior, in particular being sexually or physically harassed

Q21. When taking a trip with Uber, how concerned are you about the following?

Women n=7104

Women

Delta vs men

95% confidence

Discomfort from behavior of the driver

Lack of support from ride sharing platforms

Drivers driving dangerously

Being sexually harassed

Insufficiently screened or dangerous drivers

Being physically assaulted

Getting into a car accident

Being verbally harassed

Experiencing a theft or robbery

Contracting a disease
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"There might be times where I get a ride to avoid being out in the street to feel safer. But then the driver might look at you differently, they might make some jokes that you don't like. You might feel uncomfortable. We realize that we're not safe, even when you're getting in an Uber."

Current Rider, Brazil

"They'll ask me what perfume I'm wearing and they'll be like, you look really nice tonight, and [that] kind of crosses the line. ... An Uber ride should be transactional."

Current Rider, US

"If we're on a sketchy road or we seem like we're in a weird area, my gut instinct is like, 'I hope that he's actually taking me where he says he's taking me.' So then, I'm much more hypersensitive of who my driver is."

Current Rider, US

UBER_JCCP_MDL_003040985

Both Drivers and Riders express feeling relief when matched with a woman.

Drivers

Women Drivers ultimately feel safer with women passengers, as they perceive them as less of a threat.

This is especially true at night when they feel their safety is most at risk. Drivers see male passengers who are intoxicated and coming home from a night out as the most likely to be belligerent or lewd. Picking up a woman feels like they've avoid this risk for the duration of the trip.

Riders

Women Riders' experiences mirror those of women Drivers when it comes to being matched with a woman. They feel more comfortable and safer with the expectation that a woman Driver is less likely to try to flirt with them or be otherwise inappropriate.

"Women only if you could. [Would you would you want something where you could filter out and only accept requests from women riders?] Yes... use that option maybe at night till 2-3 in the morning."

Current Driver, US

"If it was late at night, I felt a little scared, I live at home alone, I'm going home alone... it would make me feel safer to have a woman take me home, I would like that option."

"I feel safer when I pick up women passengers. I feel safer in my car."

"If I wanted to go to a club, and I were wearing something I would feel more uncomfortable while being alone in a car with a man rather than a woman..."

Current Rider, Brazil
Current Driver, Brazil

Women feel a women-only feature would need to guarantee a women match

A woman pairing preference would less attractive

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Drivers

A woman only rider feature is the top feature Drivers asked for, but they are concerned about how the app would guarantee a woman rider, given that the person who orders the Uber isn't always the person who rides.

Most women Drivers don't mind driving men passengers, but would like to have the option in times of increased vulnerability, such as at night.

For this reason, Drivers prefer a feature that can guarantee a woman passenger with the flexibility to turn on or off as desired.

Riders

Riders, similarly, want a hypothetical women-only setting to guarantee they'll be matched with a woman (rather than a setting a preference that may or may not be catered to).

Women Riders are willing to wait a little longer for a woman Driver and expect to be told what the additional wait time is, but most are not willing to pay more. In fact, Riders see a higher price tag as a "pink tax" that goes against a proclaimed commitment to women's safety.

"I seriously would be interested in a just women platform. [Women only filter?] Yes. Well, you know, my best tippers are men. So maybe [I would filter only] at night time."
Current Driver, US

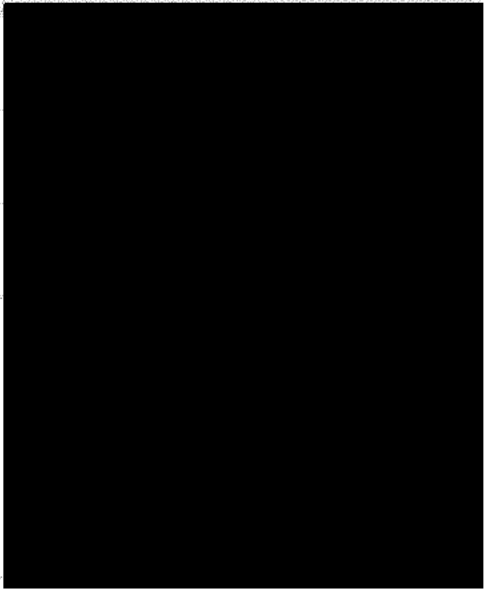
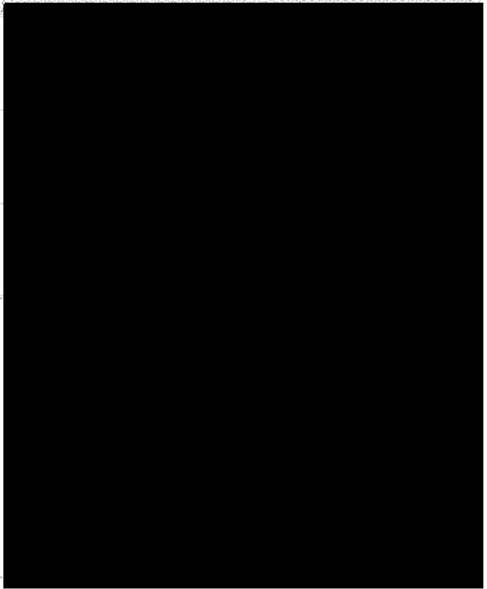
"So I'm anticipating that you've filtered out that it's going to be nothing but women, but then Susan gets in a car with two other passengers that are men. Your whole purpose for filtering is so Susan doesn't catch male driver, [...] and if you want a woman, it might be 30 minutes longer wait. Then, you would be able to decide."
Current Driver, US

Current Rider, US

"I think from an Uber standpoint, they should not [charge additional for women drivers]. It should be the same rate as male drivers. Because if they care about women's

UBER_JCCP_MDL_003040987

Most women drivers in the US agree that WRP would help alleviate their safety concerns associated with inappropriate rider behavior

% of US current & prospective women drivers who agree WRP would...	Current Women Drivers	Prospective Women Drivers
Lessen concerns about sexual assault		
Make me feel like I have more control over my trips		
Make me more likely to recommend driving with Uber to women in my life		
Differentiate Uber from other providers when it comes to women's safety		
Make me feel more confident driving with Uber		
Make me drive with Uber more often / more likely to drive with Uber		

“

It would make me feel better especially when it comes to sexual harassment

Prospective Woman Driver, US

I love this idea! There are times I haven't felt safe in certain areas and would've preferred only female riders.

Woman Driver, US

I would feel so much safer, I would do more rides I would be able to drive all night"

Woman Driver, US

I'd have more control about of who gets in my car

Woman Driver, US

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Slide 303 Notes

We asked women for their thoughts on a Women Rider Preference tool:

“Uber could consider offering a Women Rider Preference feature that would allow women and non-binary drivers to have the option to only receive requests from women riders. This could be a feature that drivers could turn off or on at any time.”

Lyft | Reception has been positive, with some raising concerns with gender discrimination or trans inclusion

Lyft Q1 2024 Earnings Call

- 24% of new driver applicants are women (Uber █████)
- Women and non-binary driver **activations increased by ~ 24%** (Uber ~~XX%~~)
- **20K new Women drivers** (Uber █████)
- One of Lyft's highest-rated features, and most drivers who use it tell us they feel safer while driving with Lyft

High amount of media coverage

Including [Today Show](#), with 33% of online mentions occurring on news & media sites

Positive sentiment, with some reservations

Women expressed enthusiasm, though some raised concerns with the lack of gender verification controls. Other detractors viewed it as discriminatory or paternalistic.

Backlash over trans/non-binary driver campaign

Negative backlash when Lyft partnered with trans/non-binary driver for a social campaign



Nytimes New Lyft Feature Allows Women to Match Rides With Other Women

The company said it hoped to improve safety and encourage more female drivers.

Forbes Lyft Expands Feature That Pairs Women And Non-Binary Riders And Drivers

Women's Social Media reaction was positive

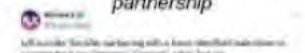


FINALLY we can choose women drivers 🥰👏 #Lyft #rideshare



The Lyft women connect is my fav! The only time i truly feel safe whenever in using them

Backlash over trans-woman partnership



Lyft's new 'Women's Connect' feature is a great idea but it's also a bit weird. I don't want to be matched with a trans woman driver.



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Lyft Users | [REDACTED] Lyft Drivers and Riders would drive / ride with Uber with a similar feature. Hard filter is still an unmet need.

There is potential to unlock Women Earner & Rider Growth

Over [REDACTED] of Lyft Riders and Drivers said they would start using Uber if a Women preference was available

Unmet user need lies in offering both soft filters and hard filters

Riders have slight higher preference for hard filters while Drivers for soft filter.

Drivers are sensitive to Earnings and Riders are less sensitive to pricing.

Methodology: 600 Women Lyft Drivers survey respondents / 600 Lyft Women Riders. All declared to not use Uber.

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Product solution considerations

Research Insights

Lyft's solution is not efficient

Good reception, but there's still unmet Rider/Driver needs to get a Guaranteed Woman match.

Riders are willing to wait

There's willingness to wait on the Rider side, that opens up possibilities to exploring Hard Filters. Usage would be concentrated at evening/late night.

Uber's positioning

Solve for women's concerns

We want to build a solution that solves for user needs, and provide solid foundation for women empowerment efforts.

Careful on pricing

Avoid "pink tax" perception, for increased \$\$ for women's safety

Reliability Challenges

ETA / Price trade-offs

Women driver supply is generally lower. To guarantee a match, there are ETA and price trade-offs.

Need for adaptable product

Based on demand/supply ratio, we need a product solution that adapts to different scenarios.

Diverse women supply landscape and expected adoption requires a adaptable approach

Simulation Exercise

C/R based on women demand / supply ratio and 5% WDP adoption

Demand / Supply ratio

Varies by city and time of day and is highly correlated with our ability to fulfill trips

Filter Opt-in / Rider usage

We expect filter usage to be concentrated in night time and adoption to be less than [REDACTED].

Proposed Pilot Cities

Atlanta, Miami, Houston, Dallas, LA, Las Vegas

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Refined Design / Copy by Monday

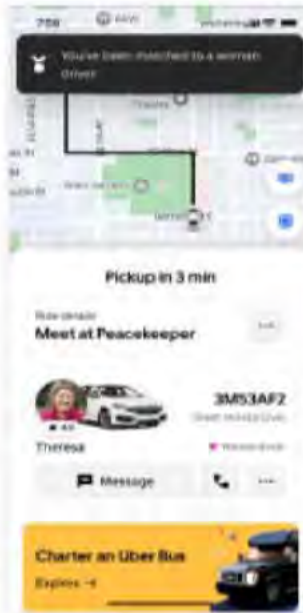
1. Enhanced Soft Preference

If Women supply is favorable, we can show the preference option, with no increase price and option to wait more

Preference toggle

Success Match by up-ranking Women Drivers in regular Supply Plans

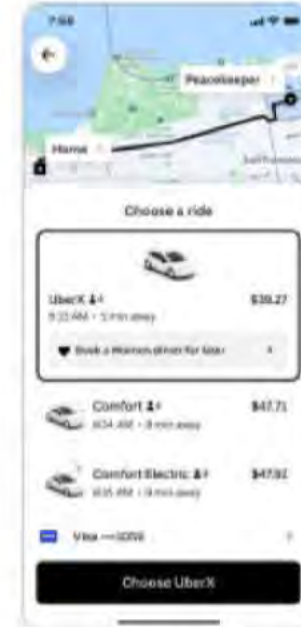
If drivers are outside of the supply plans, give option to wait more



2. Reserve a Women Driver for Later

If supply is low, we give an option to book a woman driver for later (30 min).

Show the option to book for later in the on demand flow



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Uber Riders | **Option to select Women Drivers have been an old request from Women Riders, █████ say they want it**



A guarantee women match is favoured when the concern is about the Driver

When there are concerns related to interactions with the driver, riders prefer a guaranteed match with a woman driver.



Late night social events, late night after work & bars

Opting for a Women Driver would be mostly used in these situations when Women Riders might feel more vulnerable.



████ would wait extra up to █████ more to get a Women Driver

████ said they would wait at least █████ for a Women Driver.

Slide 309 Notes

Long-awaited feature:

But it has always been a challenge from a supply and Legal perspective.

Willing to wait & pay: Women Riders want to use it in specific times of day, are ok with waiting more and paying more

For Earners, we recommend launching the existing Hard Filter option

For Drivers, launch Women Rider Preference



Why?

- Serves for the need
- Lower marketplace impact vs soft filter due to lower adoption
- Speed to market; Already built
- Better than Lyft

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Pilot Approach | Start with cities with positive Legal / Policy / Comms perspective and good Women Demand / Supply Ratios

Initial list of proposed pilot cities

US Cities	% of Uber Trips	% trips by women Drivers	Legal	Policy	Comms
Atlanta				✓	✓
Las Vegas				✓	✓
Houston				✓	✓ Slightly riskier given political climate
Phoenix				✓	✓
Dallas				✓	✓ Slightly riskier given political climate
Miami				✓	✓
LA <=> Orange County				✓	✓
Philadelphia				✓	✓

Pilot Goals

- Help validate marketplace viability and impact (C/R, ETA, Driver AR and Rider CR)
- Test the product approach and Safety sentiment impact
- Test reception regarding gender inclusivity policies
- Test the waters on Policy and Legal risk

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Slide 311 Notes

Source:



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Women are [REDACTED] **of the victims of Non-Consensual Sexual Penetration at Uber**



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Lyft | On Earnings calls, Lyft is anchoring on the benefit for Earners rather than Riders

Q1 2024 Earning Call

- Women and non-binary driver **activations increased by ~ 24%** ;
- **24% of new driver applicants are women**, higher than in the past;
- **20K new Women+ Connect drivers** just in the last couple of months.;
- One of Lyft's highest-rated features, and most drivers who use it tell us they feel safer while driving with Lyft.

Q4 2023 Earning Call

- **67% of eligible drivers** (~15% of their total supply) have opted in;
- Drivers using it **keep the feature on 99% of the time**.

Uber's US Women Earner data

Uber's Women Drivers' sign ups increased by **26% in Q4** but **only 7% in Q1 (YOY)**

~43% of Uber Driver sign-ups were Women in April/24

Sign-up to Activations increased **46% in Q4** but only **1% in Q1**.

Uber's Canada WRP data

24% of women and non-binary drivers have used WRP at least once.

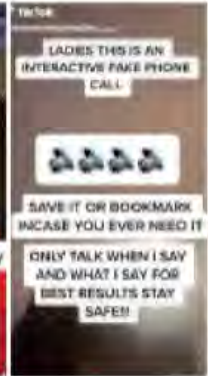
Of drivers who used WRP this week, **54%** of drivers had it turned on more than 90% of the time.

Despite significant efforts, women's safety sentiment remains a big challenge

*Woman Leaving "Hair and
Fingerprints" in every Uber trend
sparks Safety Debate*



*Users on Tik Tok have
created fake phone calls to
help women in sketchy Ubers*



And we don't have to look
far...

***"I won't do employee driving as a woman, I
would if I could only drive women"***

Uber Employee, Ops

***"I want to choose a woman driver for my
teenage daughter"***

Parent, during Sachin's PTA convention in
California.

***"My sister just told me she is now using
Lyft because of the new Women
Preference"***

Niti Bashambu, Product Director

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Pilot feature options

		Product Recommendations			
	REDACTED - PRIVILEGED CLAWBACK				
Drivers	Option 1 Lyft Soft Preference	Option 2 Hard filters	Option 3 Hard filters	Option 4 Hard filters	
Riders	Soft Preference	Reserve only for Riders	Soft Preference + Reserve	Reserve + On demand for Riders (pricing control)	

Legal Risk & Cost

REDACTED - PRIVILEGED CLAWBACK

Comms Impact

Right thing for
Safety

Marketplace

Uber

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Slide 315 Notes

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Context

**We'd like to review
the opportunity and
overall direction of
the WDP work**

Preliminary UXR

In Q1, we launched in [Australia](#) and [Brazil](#). They've shown us a positive sentiment towards the Same Gender Preference feature. Also we've audited [Lyft](#)'s similar offering: [Women+ Connect](#).

Discover & explore

In-depth User Research, design explorations, assess legal risk, data simulations.

Today

Review project direction

Principles?

- 1 **Hard Filter - Women want a guarantee match**
Women riders and drivers prefer a guarantee match in **specific** situations like late-night weekend or dark early morning trips.
- 2 **Soft Filter is also valuable**
Overall, women riders and drivers are safer when matched with women and soft filter would be used more often.
- 3 **Reliability - There are tradeoffs to be made**
Women driver supply is generally lower. To guarantee a match, there are **price<->eta** tradeoffs. Based on demand/supply ratio, we would need different product versions to ensure high fulfillment.
- 4 **No Pink Tax**
We want the product to be affordable for all women and minimize charging more as much as possible. For increased reliability, we let riders know that the additional
- 4 **We have the opportunity to offer a better product than Lyft's**
Having both the filters unlocks a vulnerable user base and makes our existing users feel more comfortable during vulnerable times

Diverse women supply landscape and expected adoption requires a adaptable approach

Expected C/R based on women demand / supply ratio



Demand / Supply ratio

Varies by city and time of day and is highly correlated with our ability to fulfill trips

Filter Opt-in / Rider usage

We expect filter usage to be concentrated in night time. The adoption of the product will be key in

Proposed Pilot Cities

Atlanta, Miami, Houston, Dallas, LA, Las Vegas

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A pilot approach is recommended

User Insights

Hard Filter and Soft Preferences are valuable, each for specific purposes.

Pilot Plan

Validate product viability & reposition Uber

Ideal Final Scenario

Launch both options for Riders & Drivers

Variables & Unknowns

- Effort & Time to Market
- User Adoption
- Supply behavior
- Marketplace impact
- Legal risk
- Reception

Demand: We recommend to have a suite of filters depending on demand:supply ratio in a given moment

Low Demand/Supply ratio

Medium Demand/Supply ratio

High Demand/Supply ratio

Designs will be updated EOD with wireframes, refined for Monday

Hard filter

Price: Same as UberX
Wait time: Similar to UberX

Hard filter + wait time

Price: Same as UberX
Wait time: Higher than UberX

Mini-Reserve / Book a women driver for later

Price: Low-premium Reserve pricing
Wait time: More than 30 mins wait

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A pilot approach is recommended

User insights

Hard Filter and Soft Preferences are
valuable, each for specific purposes

Uber |

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Ideal final scenario (2025+)

Launch both options for both riders and drivers

Variables & unknowns

- Effort & time to market
- User adoption
- Supply behavior
- Marketplace impact
- Legal risk
- Reception

Pilot plan (H2)

Validate product viability & reposition Uber

Help understand and explore all variables

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One solution will not fit all; diverse supply landscape and expected usage require a segmented

Key considerations

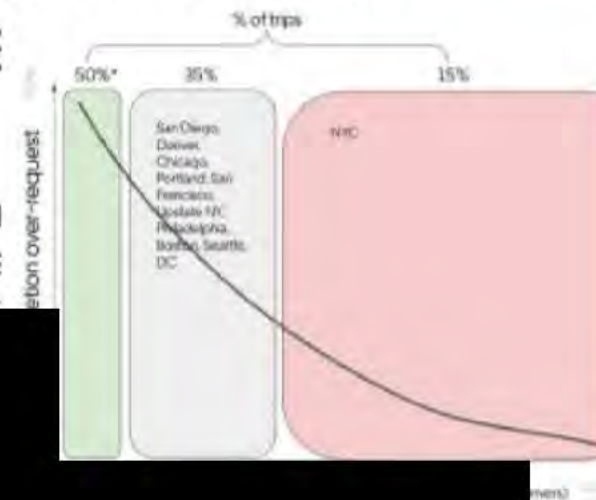
Supply:Demand ratio

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Filter Opt-in

We expect filter usage to be concentrated in night time

Expected completion
women demand to s



Demand: We recommend to have a suite of filters depending on demand:supply ratio in a given moment/geo

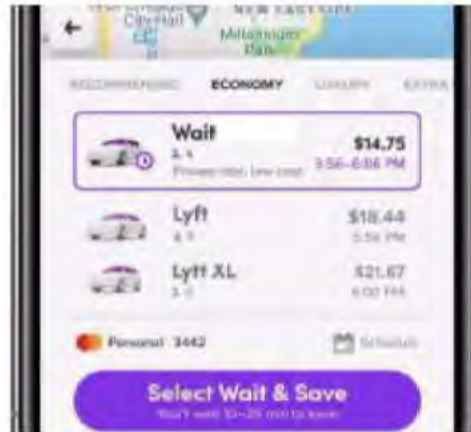
Srishti

Low ratio



Hard filter

Medium ratio



Hard filter + wait time

High ratio

Enhanced
Soft filter

or Mini-Reserve

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Legal |

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Attorney Client Privileged and Confidential

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Slide 324 Comments

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Daniel Kotta, 4/24/2024 07:56 PM

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Legal |

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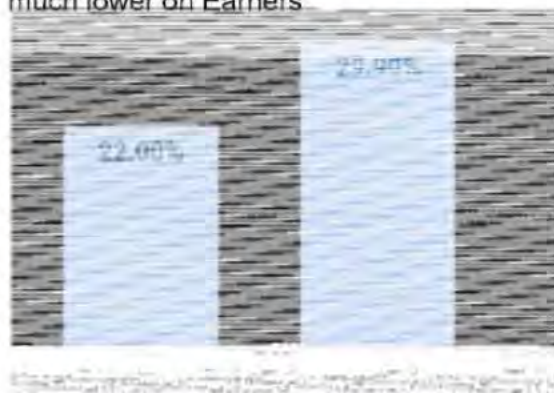
Attorney Client Privileged and Confidential

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Lyft Users | Awareness & usage is higher for Lyft Riders. Majority of Riders say they have been matched with a women 1 out of 3 trips

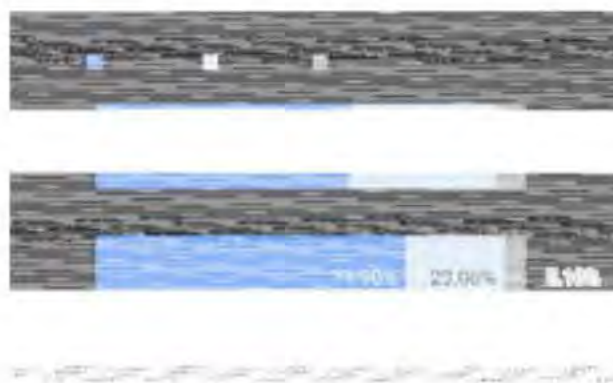
Women + Connect Awareness (Lyft Users)

Usage appear higher among Riders, and much lower on Earners



Lyft's User Perception

Positive Perception is also higher amongst Riders



Women matching frequency

In recent surveys 18 (3%) of 605 Lyft drivers, and 83 (13.7%) of 608 Lyft riders reported being matched through Women+ Connect.



Methodology: 600 Women Lyft Drivers & 600 Lyft Women Riders survey responses. All declared they do not use Uber (including dual app).

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Lyft | Reception has been positive, with some detractors on gender discrimination and trans-phobic episode

Lyft Earnings call

They mentioned positive gains but comparing stats to Uber internal data our metrics look better

High amount of media coverage

Including [Today Show](#), with 33% of online mentions occurring on news & media sites

Positive sentiment, with some reservations

Women expressed enthusiasm, though some raised concerns with the lack of gender verification controls. Other detractors viewed it as discriminatory or paternalistic.

Backlash over trans/non-binary driver campaign

Negative backlash when Lyft partnered with trans/non-binary driver for a social campaign.

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Nytimes
New Lyft Feature Allows Women to Match Rides With Other Women
 The company said it hoped to improve safety and encourage more female drivers.

Forbes
Lyft Expands Feature That Pairs Women And Non-Binary Riders And Drivers

Women's Social Media reaction was positive



FINALLY we can choose women drivers 🙌🏻 🙌🏻 #Lyft #Whedehere



The Lyft women connect is my fav! The only time i truly feel safe whenever in using them

Backlash over trans-woman partnership



Lyft's decision to partner with a trans woman is a disservice to the women who are already on the platform. Lyft should focus on improving the safety of the platform for all users.

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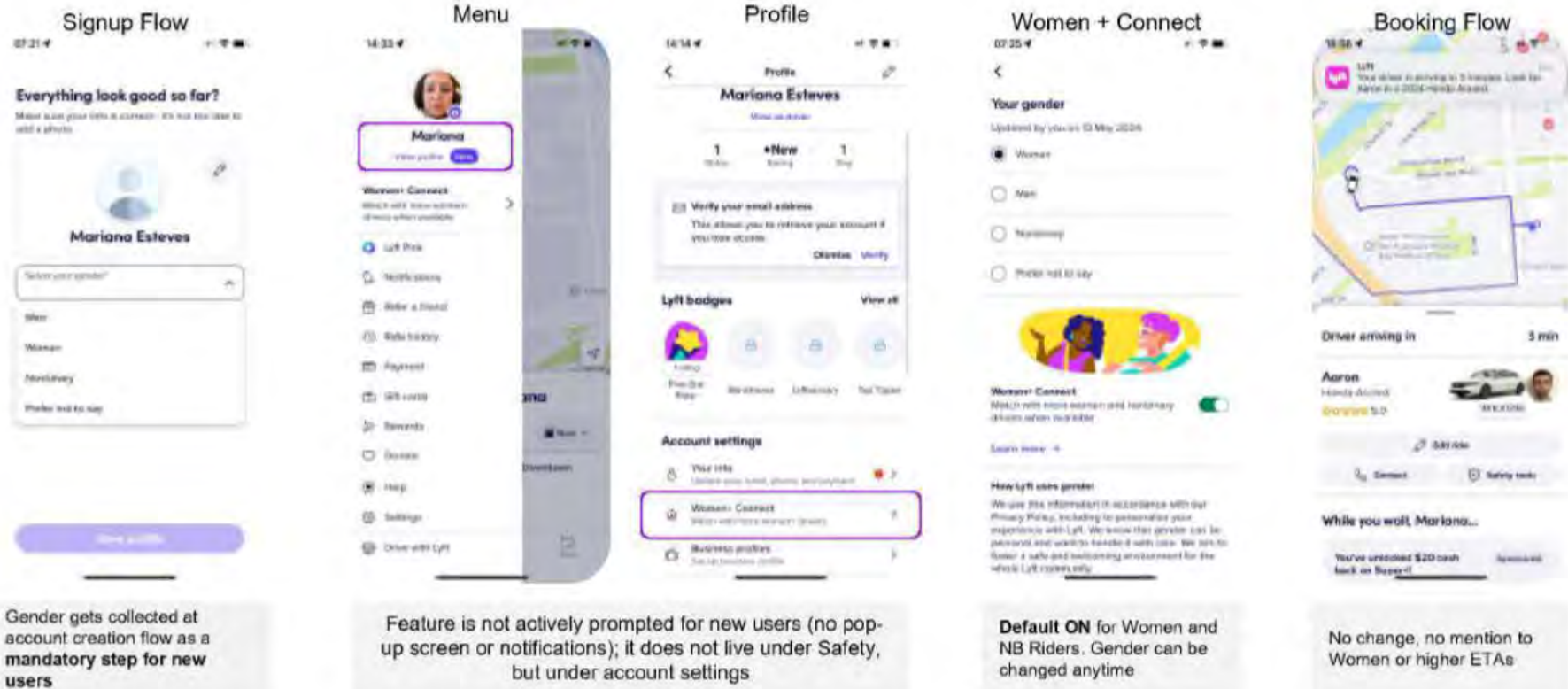
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Lyft | Women + Connect is default on for new Woman and NB Riders

Rider-facing feature

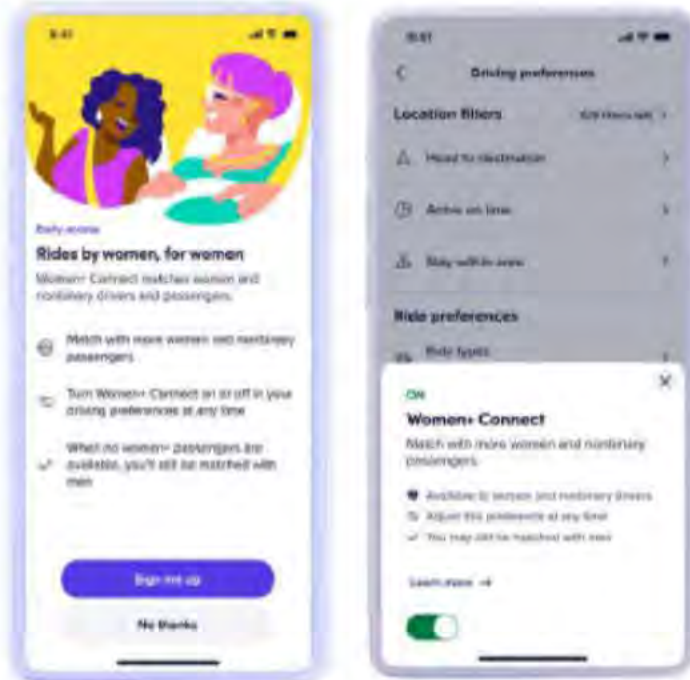


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Lyft | On the Driver Side, preference needs to be manually turned on, and will keep on until toggled off

Driver-facing feature

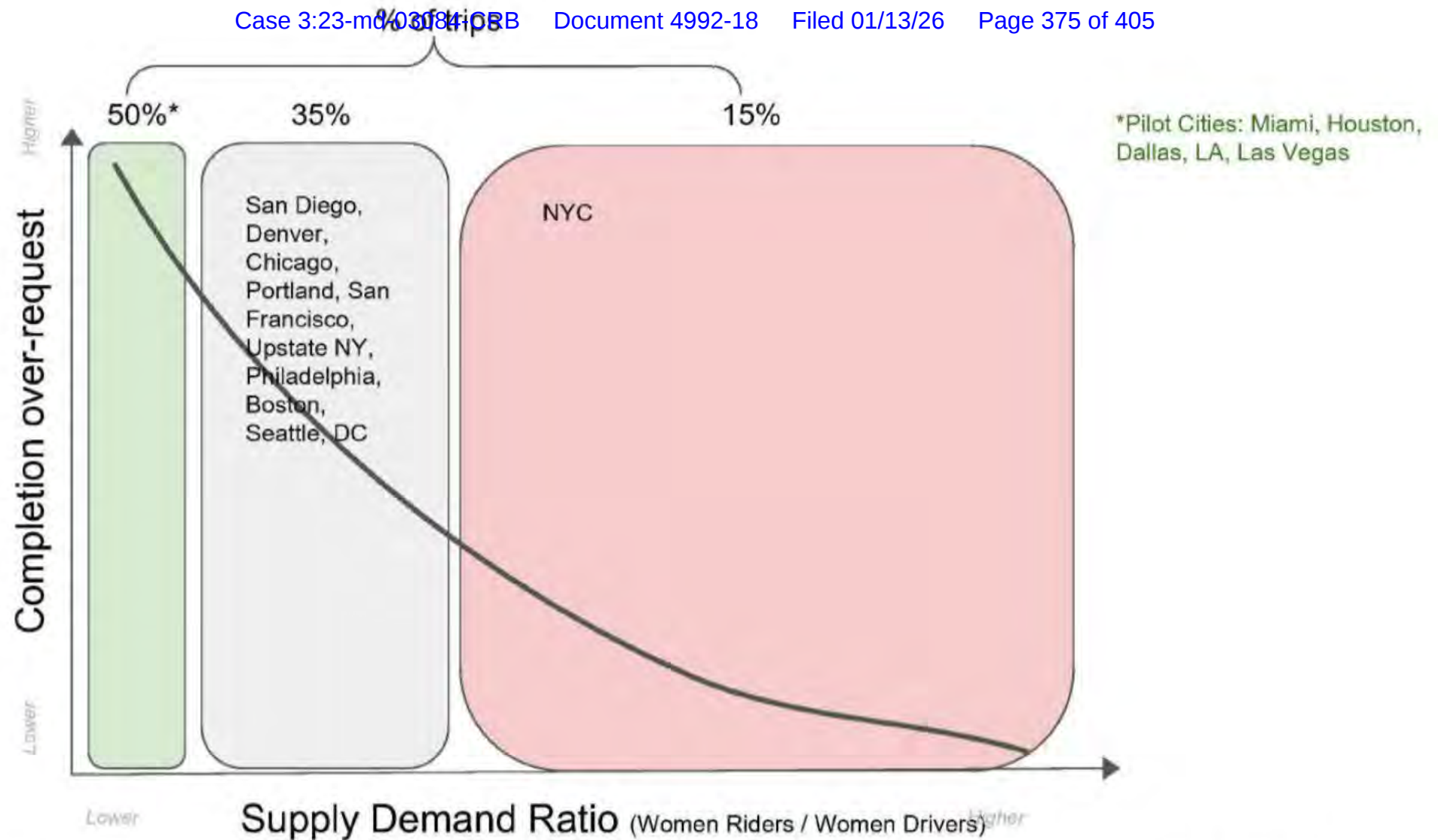


Gender Settings & Access Control

- "Access to Women+ Connect is based on the gender noted in the app.
- For drivers we import the gender marker from your driver's license on file.
- Both riders and drivers have the option to update their gender to reflect their gender identity."

Cancel Without Penalty

- If you believe your rider doesn't match their profile when you arrive, you may be able to cancel the ride without a penalty.



Scenario 2a

Woman driver available, higher price than UberX**Product selector**

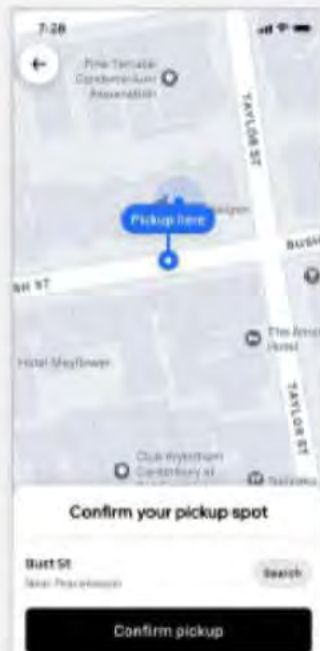
Discover women driver only option

**Product selector**

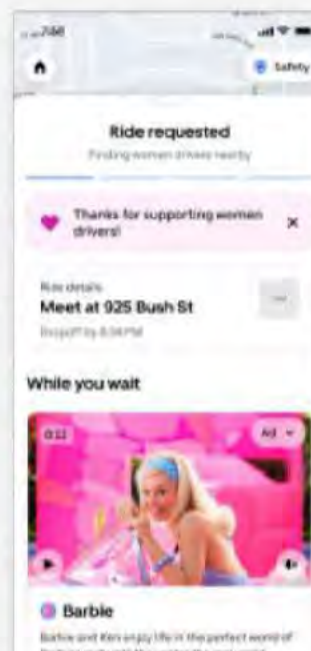
Compare products and select Women driver only option

**Pickup refinement**

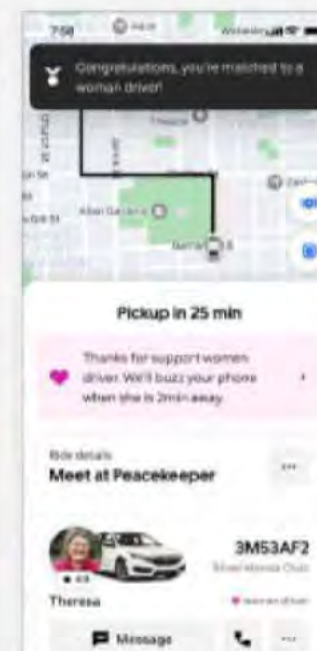
Confirm pickup spot

**Dispatch**

Wait to be matched to a woman driver

**Enroute**

A woman driver is on her way to pickup spot

**Arriving**

Women driver arrives at the pickup location



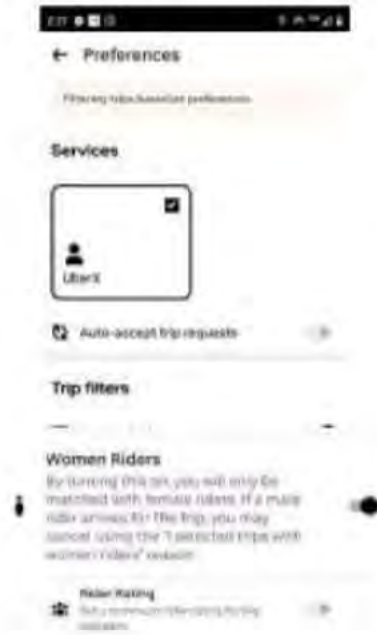
FTUX

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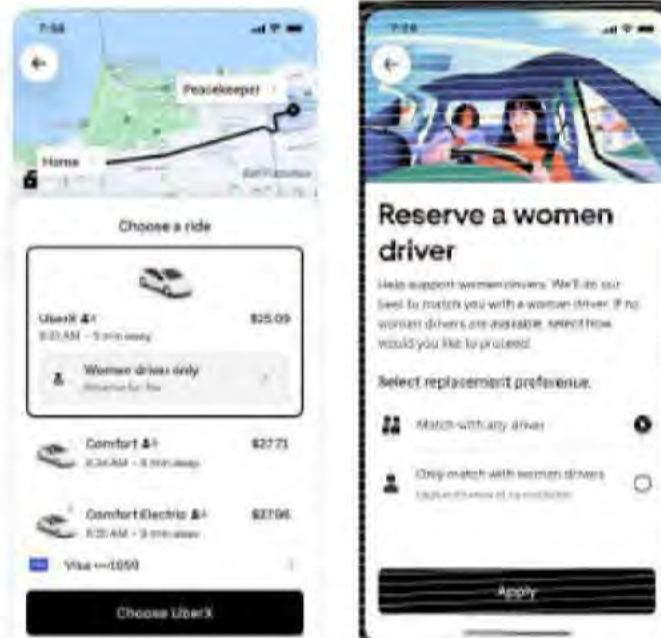
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Option 2 | Pilot Hard Filter for Drivers, with Reserve only for Riders

For Drivers, launch
Women Rider Preference



For Riders, Reserve only option



Estimated Reserve Reliability & Price for Women / Women Requests

Cities

Atlanta

Miami

Las Vegas

Phoenix

Houston

Dallas

Uber |

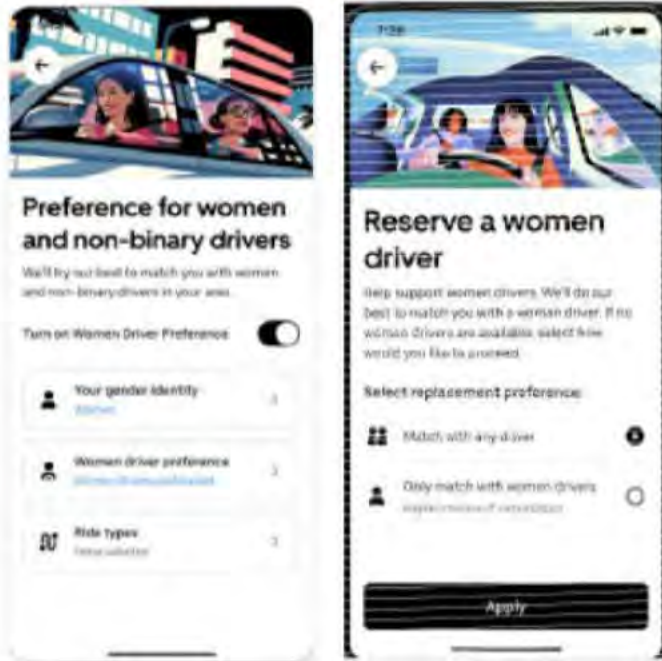
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Option 3 | Launch Soft Preference for Riders and Hard Filter for Drivers

For Riders, launch Soft Preference + Reserve



How Soft Filter could work for Riders

- **Prioritize a woman driver** if any one of the possible dispatch plans is a woman driver.
- **Down ranks all non-women matches** without making them unavailable.
- If no women driver is available, **no downranking will happen**.
- **Risk: High adoption** for Women Riders having this on 100% of the time

City	% Women Drivers	Women Demand/ Supply	ETA impact for WDP trips	ETA impact for the network	C2R impact for WDP trips	C2R impact for the network
Atlanta						
Houston						
Dallas						
Las Vegas						

Uber |

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Updates delayed

333

UBER_JCCP_MDL_003041023

Option 4 | Launch On Demand Flow + Reserve for Riders

On demand Flow for Riders

Immediate dispatch with same price as UberX if a Woman Match is possible



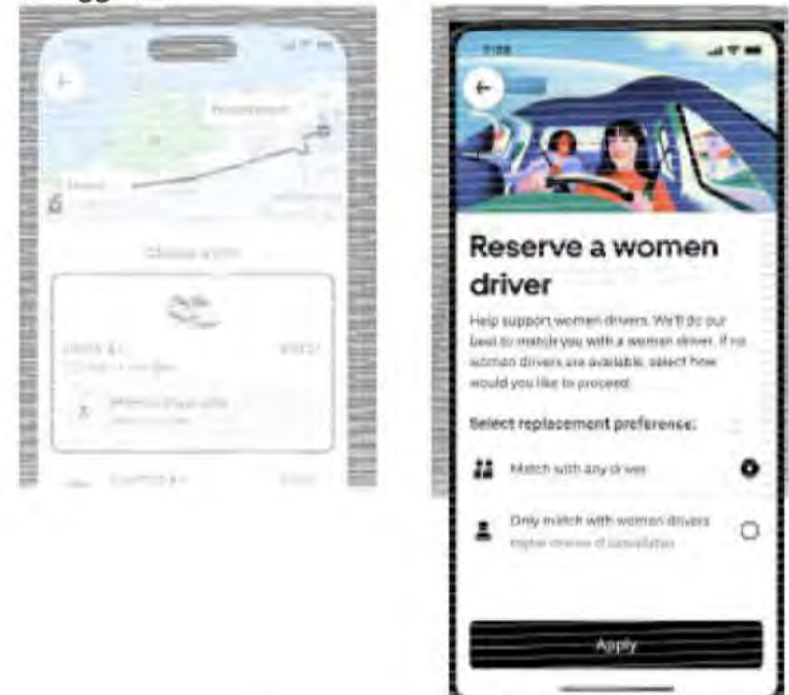
Option 1: Product selector toggle

Option 2: New product

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Reserve Flow for Riders

If ETAs are higher than 30 min then the Reserve Flow is triggered



Trip config

Select backup option 334

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Option 4 | On Demand marketplace

Simulated Marketplace impact for On Demand option

Uber I

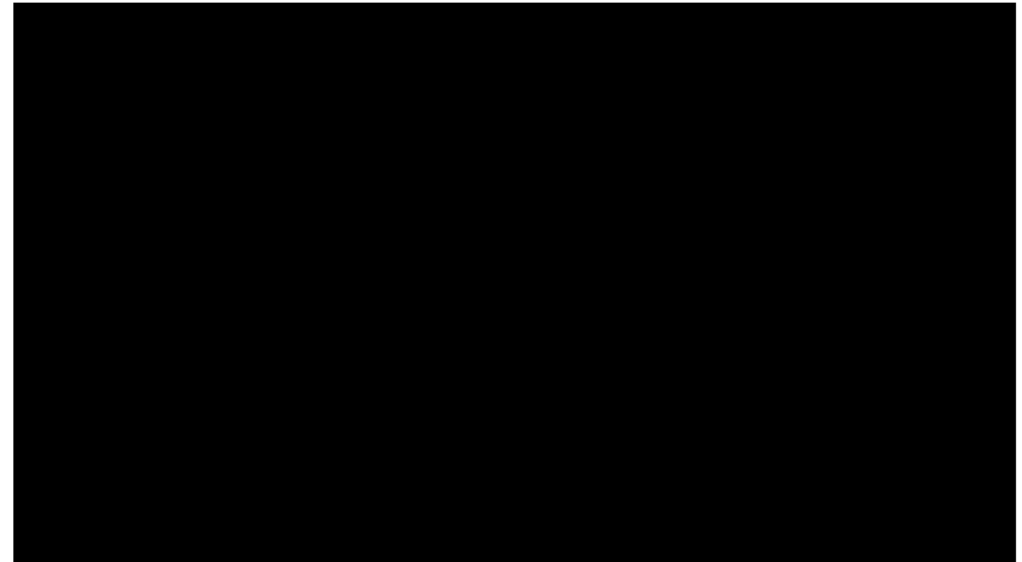
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Hard filtering Simulations

Add methodology for this simulation



Discussion: Gender validation and Product access policies for Riders

Product access

- **Who:** Product will be available to both women and non-binary riders.
- **How:** We will run gender inference model to identify women riders for Riders with Passive ID verified (name matching)
- **For riders with:**
 - Incorrectly inferred gender or
 - Who identify with a different gender

can get access by signing a gender self declaration form.

Uber I

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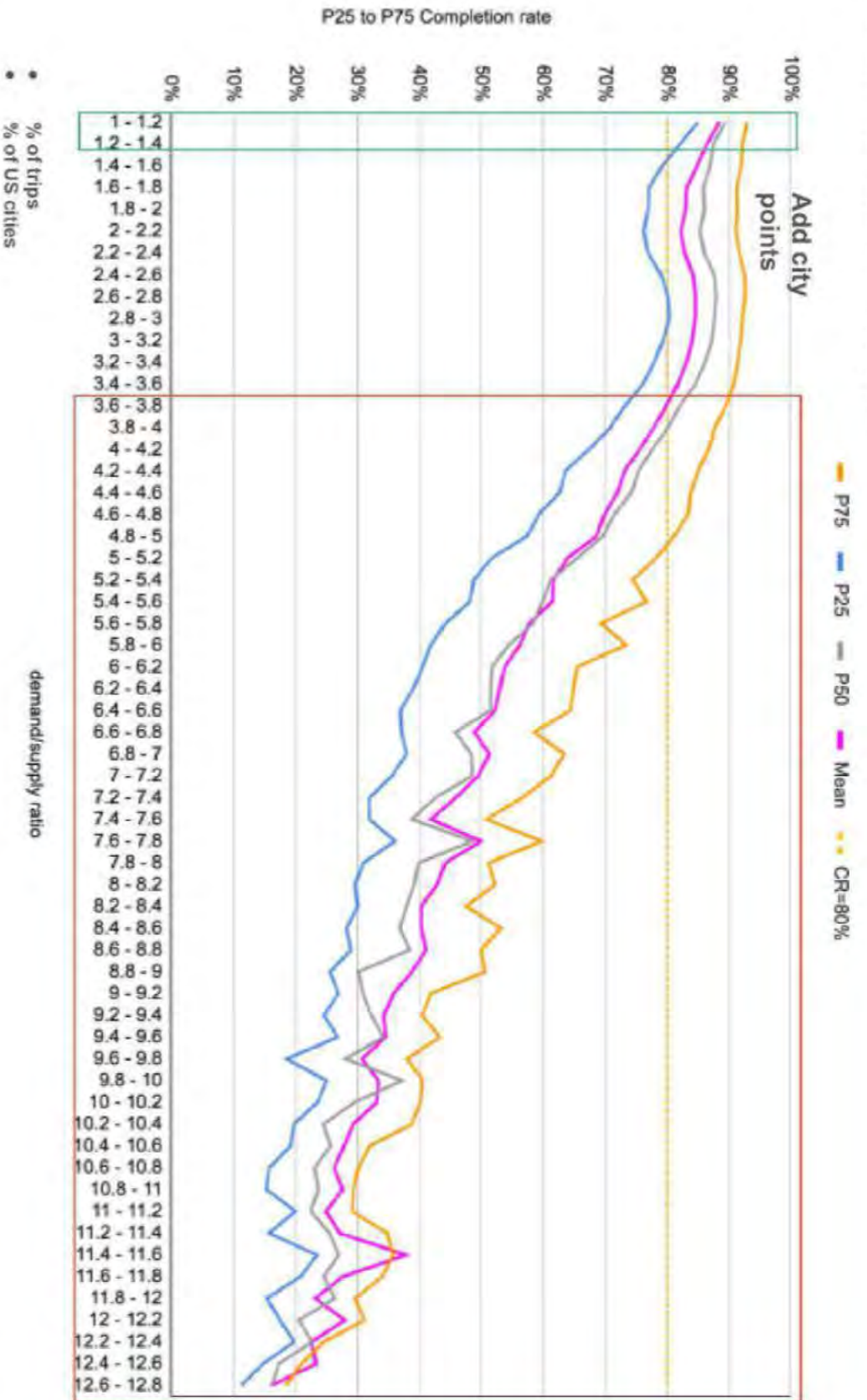
Gender Inference Model - details

	Probability <5% - men	

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Range of C/R / vs Demand / Supply Ratio



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Pilot cities

	Legal	Policy	Comms
Atlanta	REDACTED - PRIVILEGED		✓
Miami			✓
Las Vegas			✓
Phoenix			✓
Philadelphia			✓
Houston			✓ Slightly riskier given political climate
Dallas			✓ Slightly riskier given political climate
LA <>Orange County			✓

Uber I

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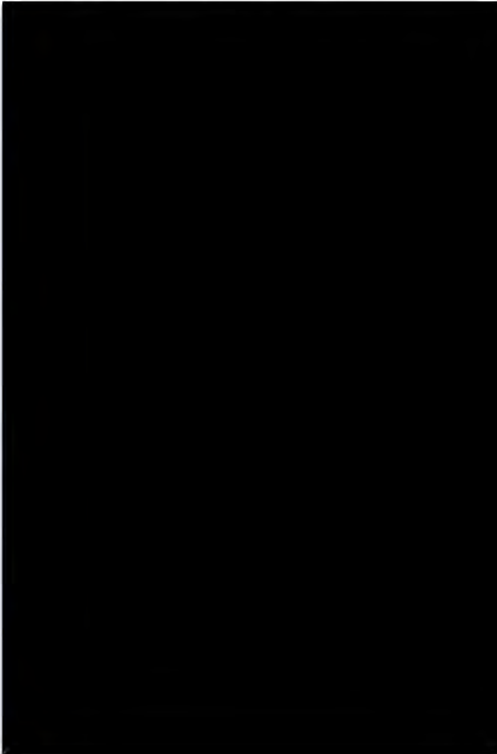
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Pilot feature options

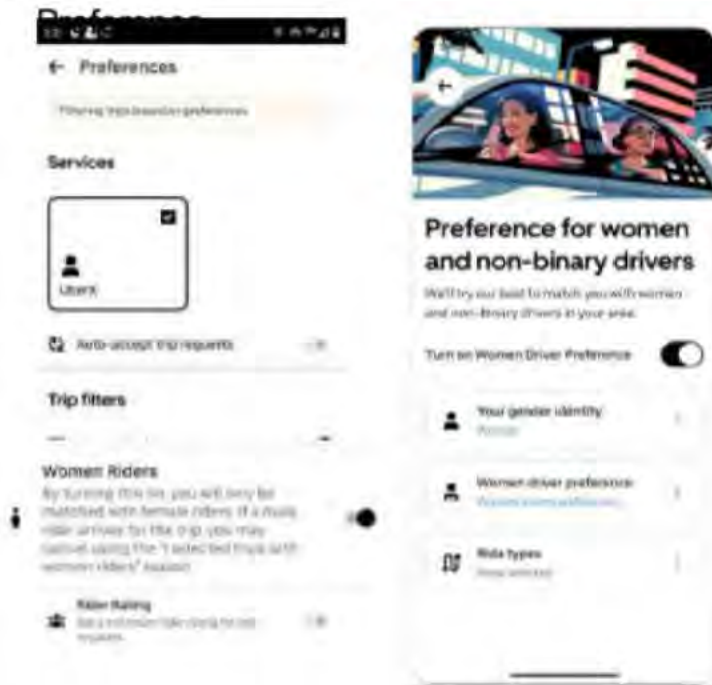
REDACTED - PRIVILEGED		Product Recommendations		
Drivers	Option 0 Lyft	Option 1	Option 2	Option 3
	Soft Filters for Drivers	Hard filters for Drivers	Hard filters for Drivers	Hard filters for Drivers
Riders	Soft Filters for Riders	Soft Filters for Riders	Reserve only for Riders	Reserve + On demand for Riders
Safety Impact for Riders & Drivers	REDACTED - PRIVILEGED			
Comms Impact				
Time to Market for Pilot				
Marketplace Impact				
Legal Risk				
CONFIDENTIAL		REDACTED - PRIVILEGED		
		UBER_JCCP_MDL_003041030		

Pilot options

Comms recommendations	
Drivers	Option 5 Hard filters for Drivers
Riders	Soft + Reserve (in 5-10 cities)
Safety Impact	
Comms Impact	
Time to Market	
Marketplace Impact	
Legal Risk	
Policy POV	
Uber	
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Option 1: Launch Soft Preference for Riders and Hard Filter for Drivers

For Drivers, launch
Women Rider



Overall matching process

- Matching is done in discrete batches.
- For each batch, a graph is created with all **potential matches**.
- Cost is assigned to each match using an objective function (OF).
- The graph is solved to minimize total cost and actual matches for dispatch are shortlisted.
- The matches are then offered to drivers using either Primary matching (1:1) method or the Trip radar method.

Soft Filter

- The way soft filter works today is that it would match a woman driver to a woman rider if any one of the possible plans is a woman driver.
- Soft filter down ranks all non-women matches without making them unavailable.

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Option 1: Simulated Marketplace impact

Eligible Cities for 1st Pilot & Simulated Marketplace impact

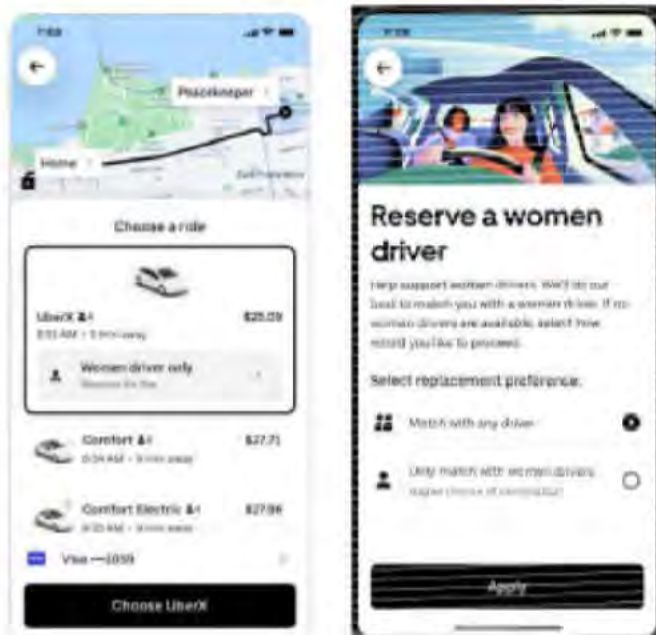
City	% Women Drivers	Women Demand/ Supply	Soft filter impact							
			5% adoption				30% adoption			
			ETA impact for WDP trips	ETA impact for the network	C2R impact for WDP trips	C2R impact for the network	ETA impact for WDP trips	ETA impact for the network	C2R impact for WDP trips	C2R impact for the network
Atlanta										
Houston										
Dallas										
Las Vegas	Updates delayed - ETA Wed EOD									
Miami										
Phoenix										343

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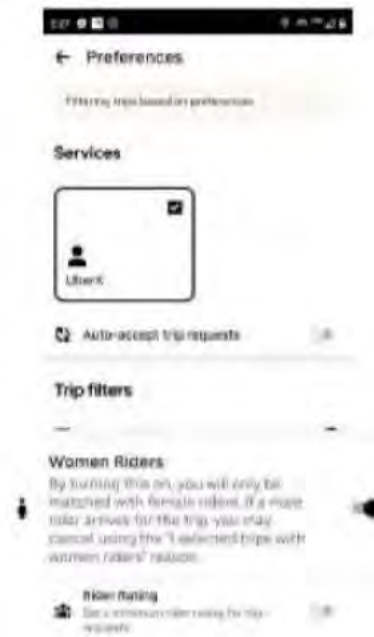
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Option 2: Pilot Hard Filter for Drivers, with Reserve only for Riders

For Riders, Reserve only option



For Drivers, launch Women Rider Preference



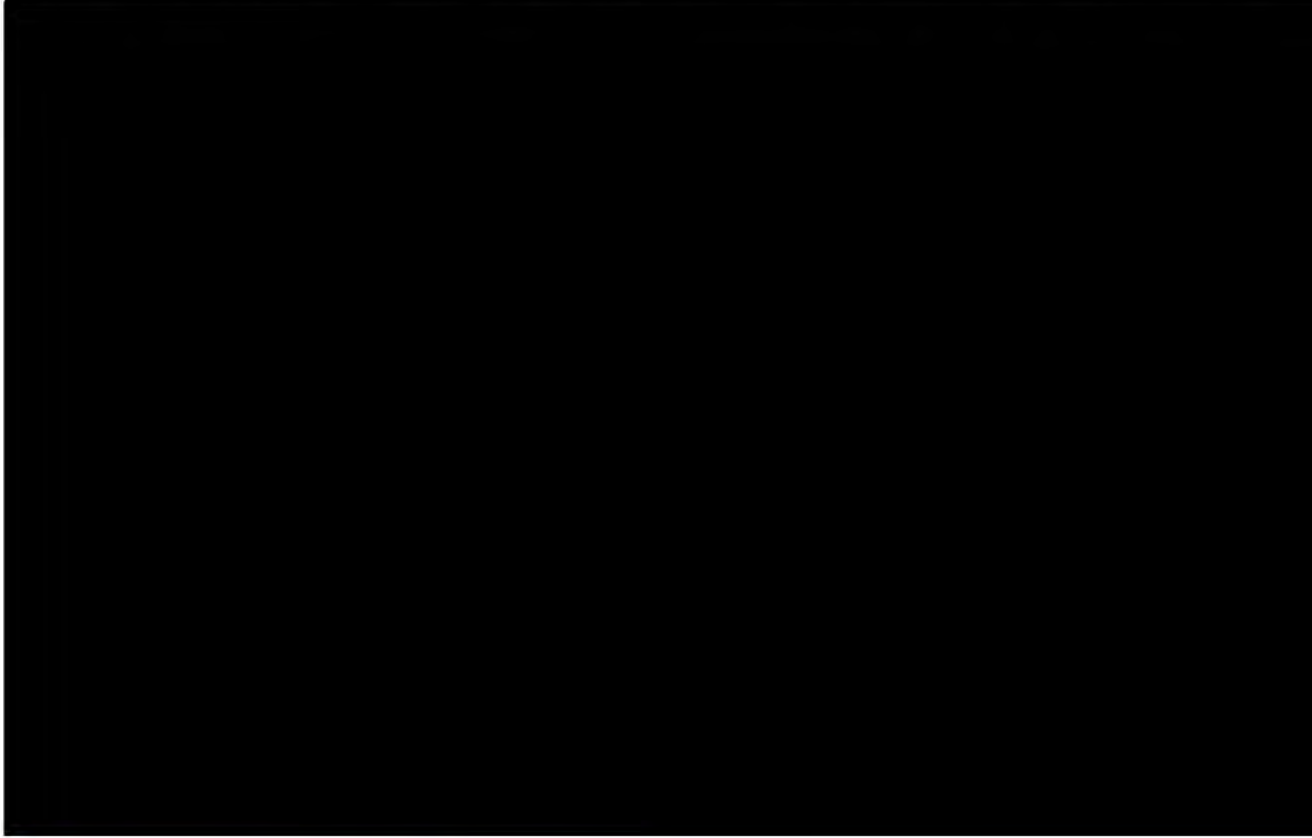
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Option 2: Reserve reliability & pricing



Updates coming Wed EOD

[source](#)

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Option 3: Pilot Hard Filter product for Riders + Drivers

On demand Flow for Riders

Immediate dispatch with same price as UberX if a Driver is available



Reserve Flow for Riders

If ETAs are higher than 30 min then the Reserve Flow is triggered



Option 1: Product selector toggle

Option 2: New product

Trip config

Select backup option 346

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Option 3: Pilot Hard Filter product for Riders and Drivers

Eligible Cities for 1st Pilot & Simulated Marketplace impact

Uber Updates delayed - ETA Wed EOD

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Option 3: Pilot Hard Filter product for Riders and Drivers

Eligible Cities for 1st Pilot & Simulated Marketplace impact

City	% Women Drivers	Women Demand/ Supply	Hard filter impact							
			5% adoption				30% adoption			
			ETA impact for WDP trips	ETA impact for the network	C2R impact for WDP trips	C2R impact for the network	ETA impact for WDP trips	ETA impact for the network	C2R impact for WDP trips	C2R impact for the network
Atlanta										
Houston										
Dallas										
Las Vegas										
Miami										
Liberty										
Phoenix										
Updates delayed - ETA Wed EOD										348

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Lyft's Q1,2024 Earnings - Transcript

- Following our nationwide rollout of Women+ Connect in the first quarter, women and nonbinary driver activations increased by nearly 24% year over year. This has continued to be one of Lyft's highest-graded features and most drivers do tell us -- who use it tell us they feel safer when driving, which is super important, one of our key objectives. As a result of all of these moves, Lyft had more drivers use our platform in Q1 than we've had in about four years, and driver hours have returned to 2019 levels. And I can tell you, in addition, that over these past few weeks, driver hours have reached new all-time highs.
- So, these will be familiar because I've talked about them before, but Women+ Connect is incredibly important to us, incredibly important to us. We have -- one of the stories I heard recently was a woman saying, "I can now finally take a nap in the Lyft." A nap in a Lyft, something that men have enjoyed for years and women haven't so much. And we can see what that does both on the rider side but also at the driver side, something like 24% of our new -- I think we've got about 20,000 new Women+ Connect drivers just in the last couple of months. And it's some of 24%, maybe even 26% of a meaningful percentage of our new applicants to be drivers are women higher than we've seen in the past.

Uber Riders | **Option to select Women Drivers have been an old request from Women Riders, [REDACTED] say they want it**



A guarantee women match is favoured when the concern is about the Driver

When there are concerns related to interactions with the driver, riders prefer a guaranteed match with a woman driver.



Late night social events, late night after work & bars

Opting for a Women Driver would be mostly used in these situations when Women Riders might feel more vulnerable.



[REDACTED] would wait extra up to [REDACTED] more to get a Women Driver

[REDACTED] said they would wait at least [REDACTED] for a Women Driver.

Slide 350 Notes

Long-awaited feature:

But it has always been a challenge from a supply and Legal perspective.

Willing to wait & pay: Women Riders want to use it in specific times of day, are ok with waiting more and paying more

Uber Riders | A Women Driver Option's value extends beyonds regular Rides, to new segments



Uber Teens: Parents want this option for their teenage daughters

Parents are willing to wait and pay more as girls are treated with higher sensitivity when it comes to access to ride hailing services

Younger Kids, Families, Special Assistance & Caregivers

Value extends to men Riders that would like to have the option to request for their family members – wife, sister, grandma, family member with specific needs.

Uber Earners | Safety #1 barrier for prospective Women Earners in the US; [REDACTED] drivers said option would make them drive more



Drivers want a guarantee woman match for vulnerable situations

Late night ([REDACTED]), early morning ([REDACTED]) and unknown areas ([REDACTED]).

GO

Having an option would incentivize Earners to drive more because they can manage the risk

[REDACTED] mentioned that having this options would increase how much they would drive for Uber



Women Drivers are aware and willing to wait more to get matched with Women Rider

[REDACTED] of Women Drivers said they'd be willing to wait longer, on top of the regular waiting time for a match



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Research goals and methodology

Questions to be answered

What users want & when

Understand different use cases and adoption for Hard vs Soft Preference

Willingness to wait & pay

Are Women willing to wait more or pay more for a Women match?

Potential for usage increase

How this would make them use Uber more / drive more vs competitors?

Potential for rider / earner growth

Would this attract new customers and new women drivers?

Feedback from men

How do men feel about an option like this?

Gender inclusivity

Non-binary and gender inclusivity measures feedback, how to determine and verify gender

Methodology

600 Uber Riders

600 Uber Drivers

1800 Non-uber Riders, Drivers , Couriers

Markets: US only

Option 3: Pilot Hard Filter product for Riders and Drivers

Eligible Cities for 1st Pilot & Simulated Marketplace impact

City	% Women Drivers	Women Demand/Supply	Hard filter impact				Soft filter impact			
			5% adoption		30% adoption		5% adoption		30% adoption	
			ETA impact for WDP trips	ETA impact for the network	ETA impact for WDP trips	ETA impact for the network	ETA impact for WDP trips	ETA impact for the network	ETA impact for WDP trips	ETA impact for the network
Atlanta										
Houston										
Dallas										
Las Vegas										
Miami										
Los Angeles										

Updates coming monday EOD

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Scenarios discussion

Ideal solution should optimize for

High Safety & Comms Impact

We want to have a stronger product in the US Market that addresses core Women concerns - Riders & Drivers.

Fast Time to market

We'd like to respond fast, as we're late to the game in the US market

Good Marketplace reliability

In the US only 20% of active drivers are women. What kind of product could work at scale?

REDACTED - PRIVILEGED

Reception has been positive in the media, and Lyft is anchoring on the benefit for Earners rather than Riders

Earnings Calls mentions

One of Lyft's highest-rated features, and most drivers who use it tell us they feel safer while driving with Lyft.

- Women and non-binary driver **activations increased by ~ 24%** ; 20K new Women+ Connect drivers just in the last couple of months.
- **24% of new driver applicants are women**, higher than in the past.
- **67% of eligible drivers** (~15% of their total supply) have opted in
- Drivers using it **keep the feature on 99% of the time**



Allens-y
@Journie_H

The Lyft women connect is my fav! The only time I truly feel safe whenever in using them



DatSlaps
@LuvVice

FINALLY we can choose women drivers 🙌🏻 @Lyft @rideshare



Reception

High amount of **media coverage**, including [Today Show](#), with 33% of online mentions occurring on news & media sites

Main sentiment **was positive**, with some detractors (mainly men) regarding discrimination, and how gender is (not) verified.

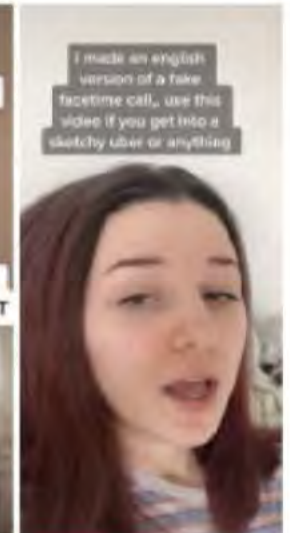
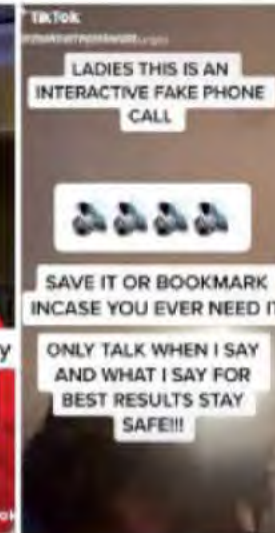
Initial launch media reach and social volume was **higher than Teen Accounts** launch and just behind Go/Get 2023

Since Women+ national launch in Feb 2024:

-  Generally positive reaction (79% positive/neutral) in traditional and social media with users posting about their experience
-  Negative backlash when Lyft partnered with trans/non-binary driver for a social campaign



Despite significant efforts, Women's Safety Sentiment remains a big challenge



Woman Leaving 'Hair and Fingerprints' in Every Uber Sparks Safety Debate

Teens On TikTok Have Created Fake Phone Calls To Help Women In Sketchy Ubers

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And we don't have to look far

*"I won't do employee driving as a woman, I
would if I could only drive women"*

Uber Employee, Ops

*"We want to choose a woman driver for our
teenage daughter"*

Parent, during Sachin's PTA convention in
California.

*"My sister just told me she is now using
Lyft because of the new Women
Preference"*

Niti Bashambu, Product Director

of Women Riders and Drivers
said they want a feature that allows
them to select or prefer a woman
match

agree that the feature has
the potential to make them **feel**
safer using rideshare and
Signal that a company is
committed to safety

Research Details & Source

Earner Insights | In Latam where Women Rider Preference is live, 35% MaD use it; highest usage in ELC women drivers

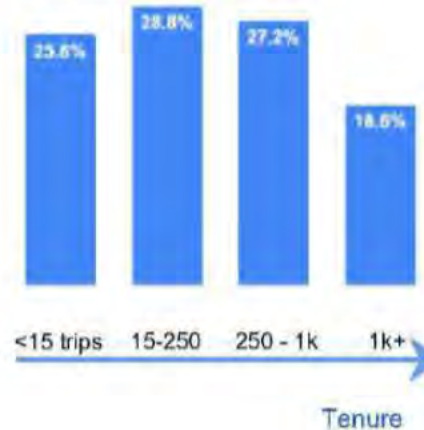
In Latam, adoption amongst women drivers is over 30%.

Most Women Earners who use this filter in Latam use for 90% of their trips in a monthly basis.

WRP Adoption	BR	MX	CAN	AUS
Ever tried the feature	60%	62%	40%	12%
Used it in a month (Apr/24)	34%	35%	12%	4%
% have it on for 90% of trips (Apr/24)	55%	51%	32%	30%

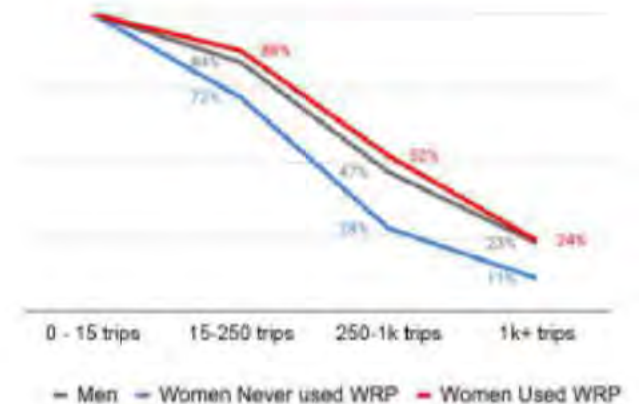
Higher usage of the WRP feature in Earners that are starting their journey with Uber

% of Brazil Women Rider Preferred Trips in drivers tenure cohorts



Women Earners who use the filter have stayed longer in the Platform

% of Drivers sliced by tenure on the platform



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